

**Note:** The support alignment within this example does not adhere to current requirements. See the [Program-based learning summary example](#) on our website for a current example.

<b>1. Ability to work in teams</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Ability to conceptualize, organize & actualize teams in a creative, flexible manner	Recommend the positions needed in the community relations section for the upcoming year by assessing the branch vision, goals and strategic plan, and identifying the skills and talent needed in my section to achieve those goals.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Share the branch vision and goals with the team in a formal annual planning meeting and informally through staff meetings and conversations to ensure that all team members understand the bigger picture and the team's role in contributing to the organizational goals.	Canadian City Environmental Management Branch  199X - present	Tab #7 Summary of strategic planning sessions
	Link each team member's annual objectives and work plan to the section vision and goals to ensure that team members understand what is expected of them and how their work contributes to the team goals so that they feel a high level of job	Canadian City Environmental Management Branch  199X - present	Tab #8 Staff email re: objectives

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	satisfaction and commitment to the team.		
	Lead monthly update meetings where each person shares what they are working on and what they might need help with, in order to ensure that all members are working toward a common goal and I can clarify or refine roles when needed.	Canadian City Environmental Management Branch 199X - present	Tab #9 Section meeting minutes
	Build understanding of my team's vision and annual plan among managers and key staff in other operational areas, to ensure that we support each other, and everyone is collaborating based on a mutual understanding of and respect for each other's teams.	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric
	Identify potential synergies and efficiencies between my team and teams in other operational areas by paying attention to the work of other teams and assessing how and when it makes sense to collaborate more closely.	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric
	Determine when to create a team for a project by assessing the importance of the project or problem to the organization, whether input is needed from more than one person to make the best decisions, whether a creative or innovative solution is	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric

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	needed, and if buy-in is needed from several areas.		
	For teams within my section, select the team members who have the skills and motivation needed to successfully complete the project and assign a team leader who can lead the team.	Canadian City Environmental Management Branch 199X - present	Tab #10 Open house team work plan
	Clarify the role of the team to the leader by clearly describing the problem or opportunity, and providing clear objectives, timelines and budgets so that the leader has the information needed to effectively lead the group.	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric
	Identify the people and groups that are interested in the team's work who may want to contribute and determine how to involve them to ensure that others not on the team feel valued and able to contribute and to ensure that all those who may have valuable input are heard.	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric
	Foster teamwork among different sections by making sure that teams who need to work together understand each others' roles, by bringing the teams together to discuss issues, and facilitating open and respectful discussions.	Canadian City Environmental Management Branch 199X - present	Not included in this sample

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	<p>Invite ideas and input from team members by communicating clearly my expectation that all new ideas are welcome, and that the team will build on each other's ideas rather than criticizing, when the purpose is to generate creative new ideas.</p>	<p>Canadian City Environmental Management Branch 199X - present</p>	<p>Tab #5 Letter Steve Kuric</p>
	<p>Encourage team members to value each other by being a positive role model and listening attentively to members' ideas and thanking them for their input, and giving feedback to team members about their value to the team and by addressing any signs of team members not respecting others' input.</p>	<p>Canadian City Environmental Management Branch 199X - present</p>	<p>Tab #6 Letter Lyle Pillay</p>
	<p>Recognize and credit the team for their work by acknowledging each member's contributions both verbally and in written form when possible to ensure that each member feels valued for their unique contribution and thereby has a higher level of job satisfaction and willingness to participate in future teams.</p>	<p>Canadian City Environmental Management Branch 199X - present</p>	<p>Not included in this sample</p>
	<p>Celebrate team accomplishments by making accomplishments visible to others in the organization, organizing special recognition events and rewarding team performance so that all staff can</p>	<p>Canadian City Environmental Management Branch 199X - present</p>	<p>Not included in this sample</p>

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	see that teamwork is valued and staff are motivated to continue working as a team.		
	Guide teams through conflicts or confusion by assessing the source of the problem, listening to team members, helping the team to work through differences by facilitating discussions and clarifying priorities, roles or expectations if needed.	Canadian City Environmental Management Branch 199X - present	Not included in this sample
	Build on a team’s success by expressing appreciation for the work being done, providing specific feedback about the positive work I see, and providing additional challenges if the group needs them, in order to help the team learn what is working well and stay motivated to continue their high performance.	Canadian City Environmental Management Branch 199X - present	Not included in this sample
<b>2. Ability to plan and execute projects</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Creative identification & problem solution; ability to alter plans or tasks at will no matter what circumstances might occur	Identify problems that require project management and prioritize projects by applying prioritization criteria such as: advance Branch goals, increase customer satisfaction, maximize citizen support and achieve with existing resources.	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric

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	<p>Identify the business need for a project and uncover the real issues at the core of the project by assessing what caused people to see it as a problem and what the real purpose of the project is, to ensure that the project is aligned with the organization's objectives.</p>	<p>Self-employment – client City Police Service  199X – 199X</p>	<p>Tab #11 Community policing communications plan</p>
	<p>Develop options for addressing the problem by leading a brainstorming session with the project team and asking questions such as how many different ways can we solve this problem, and encouraging creative thinking by not dismissing any ideas during the brainstorming.</p>	<p>Canadian City Environmental Management Branch  199X - present</p>	<p>Tab #7 Summary of Strategic Planning sessions</p>
	<p>Define objectives for the project that are SMART: specific, measurable, action oriented, realistic and time limited, and aligned with the organization's objectives to ensure that team members understand how the project fits with the large goals and everyone is working towards the same goals.</p>	<p>Self-employment – client City Police Service  199X – 199X</p>	<p>Tab #11 Community policing communications plan</p>
	<p>Balance the competing demands of the project by considering the tradeoffs between quality, time, and cost and recognizing that adjustments to one will affect the other, in order to ensure the</p>	<p>Canadian City Environmental Management Branch  199X - present</p>	<p>Tab #5 Letter Steve Kuric</p>

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	project meets objectives on time and within budget.		
	Serve as project sponsor for projects that I initiate by defining the scope of the project, creating a team and choosing a team leader, and providing the team with necessary resources and guidance.	Canadian City Environmental Management Branch  199X - present	Tab #12 Multi-family social marketing presentation
	Ensure that senior management supports the project and watch for any changes in company objectives or the external environment that could affect the project's success in order to provide effective guidance to the team leader.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Ensure that the project's progress is communicated to senior management and others in the organization or external stakeholders who need to know, in order to ensure that expectations are realistic and no one is surprised by the final outcome.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Serve as project manager for projects assigned to me by my manager or client and use my leadership skills to influence team members or stakeholders' behaviour and performance.	Self-employment – client Provincial Tourism  198X – 199X	Not included in this sample
	Draft a project charter that spells out the project's mission, scope of work, project	Canadian City Environmental	Tab #13 Project A

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	deliverables, roles & responsibilities, budget & resources, major risks, assumptions, and benefits to the organization.	Management Branch 199X - present	
	Share project charter with all team members and stakeholders (including team members' supervisors if they are not in my section) to avoid any misunderstandings about the scope of work, the time required and the objectives, to facilitate a successful outcome.	Canadian City Environmental Management Branch 199X - present	Tab #13 Project A
	Create a project work schedule, usually a Gantt chart, to show the breakdown of activities, when they need to occur, the duration of each activity and who is responsible, and share with all team members so that everyone can see the big picture and their role in it.	Canadian City Environmental Management Branch 199X - present	Tab #14 Section work plan
	Lead project team meetings throughout the duration of the project to ensure that face-to-face discussions occur to help build a sense of teamwork and commitment to the project and to ensure that everyone feels included and their participation is valued.	Canadian City Environmental Management Branch 199X - present	Tab #9 Section meeting minutes
	Adapt the project to changing circumstances such as the failure of a campaign element by brainstorming alternatives	Canadian City Environmental	Tab #12 Multi-family social marketing presentation



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	with the team, choosing the best option based on criteria such as cost and ability to meet objectives, and guiding the team through the change in tactics.	Management Branch 199X - present	
	Initiate a celebration to mark the end of a project and to acknowledge the team's success and each member's contribution, in order to ensure that team members feel valued and will be enthusiastic about future opportunities to work on projects.	Canadian City Environmental Management Branch 199X - present	Tab #12 Multi-family social marketing presentation
	Design a social marketing strategy for projects that have widespread behaviour change as their objective, by applying the principles of community-based social marketing and following the steps identified in "Fostering Sustainable Behaviour" by Doug McKenzie-Mohr and William Smith.	Canadian City Environmental Management Branch 199X - present	Tab #12 Multi-family social marketing presentation
	Identify the barriers to the activity, and prioritize the barriers through research before developing the overall social marketing plan.	Canadian City Environmental Management Branch 199X - present	Tab #15 Project B research results
	Develop a social marketing plan based on research that includes a mix of behaviour change tools such as commitment, prompts and incentives.	Canadian City Environmental Management Branch 199X - present	Tab #16 Project B strategy

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	Develop pilots in a segment of the community to test social marketing techniques before implementing them city-wide to ensure that the city-wide program implemented is the most cost-effective.	Canadian City Environmental Management Branch 199X - present	Tab #16 Project B strategy
	Evaluate the effectiveness of the pilot and focus on real behaviour change rather than measuring awareness or attitude changes to ensure that the program achieves its behaviour change objectives.	Canadian City Environmental Management Branch 199X - present	Tab #16 Project B strategy
	Assess the community response to social marketing campaigns and quickly modify the program if there is an unexpected negative reaction that jeopardizes the overall success of the campaign.	Canadian City Environmental Management Branch 199X - present	Tab #12 Multi-family social marketing presentation
	Measure behaviour change regularly (through surveys and volumes collected) after the initial social marketing project has been completed, to ensure that ongoing efforts to sustain the behaviour change are working and to be able to use the behaviour change as a performance measure that can be reported to City Council, the residents, and any interested stakeholders.	Canadian City Environmental Management Branch 199X - present	Tab #17 Customer survey results

<b>3. Ability to act on own initiative</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Seeks and assumes responsibility for complex situations; can carry responsibilities independently & creatively; regularly assists others	Manage a complex 25-person community relations section independently by using the various strengths among my staff and only seeking direction from my manager on highly sensitive issues or new initiatives that I'm not yet familiar with, in order to demonstrate a high level of responsibility to my manager.	Canadian City Environmental Management Branch  199X - present	Tab #18 Performance reviews
	Initiate and develop community relations programs for environmental project, in addition to my primary responsibilities, in recognition of a need in that area and an opportunity to apply my expertise in an area that is aligned with my values around environmental stewardship.	Canadian City Environmental Management Branch  199X - present	Tab #19 Promotional video (place card only)
	Forge partnerships with community groups and stakeholders such as ABC television and government department to create public education tools that provide mutual benefits for all partners in order to leverage the City's budget and ability to influence young people's attitudes around waste reduction.	Canadian City Environmental Management Branch  199X - present	Tab #20 Resources for teachers website (place card only)

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	Select ABC television as a partner because of the influence of television on children and youth and produce public service announcements with a theme that appeals directly to the target audience.	Canadian City Environmental Management Branch  199X - present	Tab #20 Resources for teachers website (place card only)
	Initiate a film festival focused on waste as an adjunct to an international conference and oversee the program, the search and selection process, the marketing and logistics, in order to extend the reach of the conference and educate local residents about issues related to waste.	Canadian City Environmental Management Branch  199X - present	Tab #21 Film fest promotions
	Create a communications and audio-visual consulting firm with a partner and one employee and provide services over 10 years to a wide range of clients by initiating projects, independently executing the projects and overseeing all aspects of operating a consulting business.	Self-employment  198X – 199X	Tab #22 Proposal for communications support
	Propose a communications strategy to the City Police Service and independently recommend and deliver a wide range of communications products to introduce community policing to the residents of Canadian City.	Self-employment  198X – 199X	Tab #11 Community policing communications plan

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	Manage the production of an environment magazine, including selecting a theme, assigning articles to writers, editing, supervising the layout and managing the marketing, to produce a quality publication that increases awareness among provincial residents of key environmental issues.	Self-employment 198X – 199X	Tab #23 Excerpt from magazine (place card only)
	Create teams for complex projects by selecting team members with different thinking styles, aptitudes and skills in order to ensure a level of creative output that is greater than what one person can achieve and is more likely to be effective and innovative.	Canadian City Environmental Management Branch and Provincial Tourism 198X – present	Tab #24 Sample team
	Make decisions regarding complex problems independently (without going to my manager) with input from key members of my group by framing the problem, spurring the group to generate alternatives, and evaluating the alternatives.	Canadian City Environmental Management Branch and Provincial Tourism 198X – present	Tab #5 Letter Steve Kuric
	Share my expertise with new employees in other related departments by initiating informal meetings to provide insight into the organization's culture, the myriad processes, and the history, in order to facilitate future collaborations	Canadian City Environmental Management Branch and Provincial Tourism 198X – present	Not included in this sample

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	and strong working relationships.		
	Assess the impact on staff of a new high priority program assigned to my section and help them to identify methods of meeting the new demands by prioritizing projects and working through detailed timelines and resource demands for projects.	Canadian City Environmental Management Branch  199X - present	Tab #25 City clean up report
	Establish and lead regular meetings with key people in client group during high profile labour dispute in order to ensure that all staff have current information on emerging issues and are able to respond to the daily information needs of various stakeholders including the media and the Minister.	Self employment – client Provincial Labour  199X – 199X	Not included in this sample
<b>4. Ability to develop and maintain good working relations</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Exceptional consistent ability to form & use working & professional relations with a wide range of people in complex situations; regarded as a model colleague	Build trusting relationships with peers and subordinates by demonstrating trust in others through allowing others to use their expertise and abilities in order to foster a collaborative and effective work environment.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric

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by peers & subordinates			
	Maintain an open and friendly manner and use humour when appropriate to put people at ease, dissipate tension and help people to feel comfortable and work cooperatively with me.	Canadian City Environmental Management Branch 199X - present	Not included in this sample
	Demonstrate genuine interest in others through active listening, asking open-ended questions about their work and showing that I care about their needs in order to build positive relationships with subordinates.	Canadian City Environmental Management Branch 199X - present	Not included in this sample
	Develop positive working relationships with new colleagues by immediately showing an interest in their experiences and expertise and focusing on how we can help each other in our work rather than on our differences.	Canadian City Environmental Management Branch 199X - present	Not included in this sample
	Build trust with clients who enter a relationship with me with a sense of suspicion by listening attentively to their fears or concerns and alleviating them by providing exceptionally high levels of service and quality work.	Provincial Tourism 198X – 198X	Tab #26 Performance appraisal
	Use my relationship building skills to quickly establish trust and mutual respect with a team of 2 new colleagues on a foreign	Canadian City Environmental Management Branch	Not included in this sample

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	mission to Asia by respecting their expertise and sharing mine in a cooperative manner in order to ensure that our services are delivered to the highest level of effectiveness.	199X - present	
	Establish highly effective working relationships with members of the media by demonstrating respect for their needs (by being accessible, meeting their tight timelines, answering their questions) in order to foster positive understanding and reporting of my organizations' news and issues.	Canadian City Environmental Management Branch , Provincial Labour, Provincial Manpower  199X - present	Tab #27 20XX Public education plan
	Establish an open door policy and be accessible to employees and spend time each day talking with them informally about their work, in recognition of the fact that an employee's relationship with their manager is one of the most important factors in their level of job satisfaction.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Adapt my interpersonal style to a wide variety of people by paying attention to the different interpersonal styles of my colleagues and staff and considering which style works best for each person, in order to ensure that people are comfortable with me and to	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric



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	elicit a high level of cooperation and trust.		
	Participate in assessments that include 360 degree interviews (with staff, peers, and managers) in order to receive feedback on my ability to establish and maintain effective relationships, learn from the feedback and improve where needed.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Establish highly positive relationships with all my managers throughout my career by ensuring that my work meets their expectations and by anticipating their needs in order to ensure that I make their jobs easier.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Be completely trustworthy so that my managers know they can rely on me, by ensuring I have a clear understanding of their goals and expectations, always meeting deadlines, and providing high quality work, which fosters a highly supportive relationship and contributes to organizational effectiveness.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric  Tab #6 Letter Lyle Pillay
	Establish rapport with higher level management by providing information that is particularly useful to them in a format that meets their needs (for example, extremely brief and clear	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric

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	backgrounders) in order to represent my section in a positive light and foster respect for the work of my team.		
	Cultivate relationships with people across the organization by participating on cross-functional committees and getting to know others who may be able to assist me by providing information or guidance in the future, and by reciprocating and assisting them when asked.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Build relationships with suppliers such as graphic designers, writers and film producers by respecting their expertise and providing clear strategic direction and suggestions in order to elicit quality work from them and reduce costs by avoiding the need for extensive redesign or post production changes.	Provincial Manpower  198X – 198X	Not included in this sample
	Build positive relationships with stakeholders by listening to their point of view, demonstrating empathy for their adversarial positions, and providing rationale based on easily understood facts rather than on emotion.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric

<b>5. Ability to think clearly and arrive at logical conclusions</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Expert, creative ability to describe, analyze, synthesize & evaluate in a variety of circumstances; can collaborate & consult as required	Analyze the background data (such as Statistics Canada Labour market reports and Provincial Manpower policy papers) related to the government’s goals of encouraging adults to return to education to create a development document with clearly stated audience descriptions, messages and outcomes to ensure that the final product motivates audiences to enrol in post-secondary education.	Provincial Manpower  198X – 198X	Not included in this sample
	Recommend that a dramatic film is a highly persuasive method of motivating the target audience by recognizing, based on the provincial government’s research, that the decision to return to school is a complex one that is grounded in facts and circumstances, and also in emotion, in order to create a product that leads to higher enrolment in post-secondary education among adults.	Provincial Manpower  198X – 198X	Not included in this sample
	Collaborate with directors of tourism zones throughout the province to synthesize a comprehensive list of key attractions and provide advice	Self employment – client Provincial Tourism  198X – 198X	Not included in this sample

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	to each zone regarding the selection of attractions in order to create an image library for the province that reflects the most enticing images for domestic and international marketing purposes.		
	Create a community relations strategy for the launch of community policing by analyzing vast amounts of City Police Service research and policy papers and interviewing key decision-makers (such as the Chief of Police and Deputy Chief) to identify objectives, target audiences, key messages and a strategy that serves the goals of the City Police Service.	Self employment – client City Police Service 198X – 199X	Tab #11 Community policing communications plan
	Recommend to the Deputy Chief of Police a 2-tiered approach (awareness and behaviour change) to introduce community policing based on the need to create widespread awareness of community policing and provide audiences with information and behaviour change tools.	Self employment – client City Police Service 198X – 199X	Tab #11 Community policing communications plan
	Recommend and organize a news conference for all local media with the Chief of Police to demonstrate the City Police Service’s high priority on the initiative and to garner	Self employment – client City Police Service 198X – 199X	Tab #11 Community policing communications plan

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	widespread media coverage and reach of target audiences.		
	Analyze key audiences, including frequent users of the police service and concerned citizens who have an interest in the police service, by reviewing demographic reports for frequent users and other data from the Police Service, in order to identify the primary and secondary target audience groups for the campaign.	Self employment – client City Police Service 198X – 199X	Tab #11 Community policing communications plan
	Recommend a wide variety of complementary outreach strategies that specifically meet target audience needs, such as official openings of community police stations that facilitate relationship building between the organization and its local customers.	Self employment – client City Police Service 198X – 199X	Tab #11 Community policing communications plan
	Analyze data such as Environment Canada’s awareness and attitudes surveys, and the goals of several environmental organizations, and identify common themes and goals in order to recommend and create communications products that simplify complex and multi-faceted information so that it is understandable and motivating to target markets.	Self employment 198X – 199X client consortium of several environmental organizations including a national environmental society and worldwide environmental publication	Tab #28 Endangered spaces audio-visual script

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	Develop a strategy to introduce blue bag recycling in Canadian City by analyzing the results of a pilot program wherein 4 neighbourhoods were asked to use blue bags, and build a campaign based on the feedback and behaviour of the pilot group.	Canadian City Environmental Management Branch  199X - present	Tab #29 Project C campaign strategy
	Determine that a multi-media advertising campaign using primarily television is the most effective way to reach and educate the target audience, based on cost effectiveness (cost per thousand people reached) and ability to visually demonstrate the ease of tossing mixed recyclables into bags, in order to inspire and motivate audiences.	Canadian City Environmental Management Branch  199X - present	Tab #29 Project C campaign strategy
	Collaborate with advertising agency to produce award-winning television commercials that motivate recycling behaviour change, by advising agency to focus on the key messages identified in the strategy and ensuring that commercials have an emotional impact by recommending changes to the music, the editing, the pacing and the narrative of the commercials.	Canadian City Environmental Management Branch  199X - present	Tab #30 Project C television commercials (place card only)
	Analyze data on the levels of contamination in multi-family	Canadian City Environmental	Not included in this sample

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	recycling bins, the source of the contamination, the awareness and attitudes of users, and the processes used to deal with contamination, in order to develop a multi-pronged solution that includes communications and operations solutions.	Management Branch  199X - present	
	Develop a communications program that combines awareness, through transit and radio advertising, with prompts, a behaviour change tool that can be effective when people need to be reminded to practice a behaviour they are aware of but have not yet fully adopted.	Canadian City Environmental Management Branch  199X - present	Not included in this sample
	Use outreach activities that facilitate face-to-face interaction with members of the target audience in a memorable way by creating a mobile interactive recycling game for staff to take to high pedestrian areas such as malls.	Canadian City Environmental Management Branch  199X - present	Not included in this sample
	Use audience segmentation to develop optimal communications strategies that use the most appropriate approach (effective messages and behaviour options) for each target group in order to avoid overspending through mass marketing that does not identify	Canadian City Environmental Management Branch  199X - present	Tab #31 Recycling radio commercial (place card and graphic only)

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	the specific segments that need to be reached.		
	Analyze media coverage, complaints to Mayor's and Councillors' offices and other sources of customer input to assess the level of misunderstanding of new waste service fees and identify the key points of confusion and key messages that need to be communicated.	Canadian City Environmental Management Branch  199X - present	Tab #32 Councillors' newsletter article on fees
	Recommend to senior management a strategy for communicating new waste service fees in order to create widespread understanding and acceptance of the fee increase and minimize complaints to City Council.	Canadian City Environmental Management Branch  199X - present	Tab #32 Councillors' newsletter article on fees
	Identify and implement tactics for communicating the need for fee increases, with an emphasis on media relations due to its ability to reach large segments of the audience, the inherent credibility of news reports (vs. advertising), and the minimal cost.	Canadian City Environmental Management Branch  199X - present	Tab #32 Councillors' newsletter article on fees
	Evaluate the objectives and logistics of a traveling provincial exhibit to lure visitors to the Winter Olympics and collaborate with client to develop exhibits, audio visuals and collateral print materials to	Canadian City Environmental Management Branch  199X - present	Tab #6 Letter Lyle Pillay



	position province as a desirable vacation destination.		
<b>6. Ability to develop and attain professional goals</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Acts upon long-range professional development goals including prof. designation & other formal & non-formal education; suggests & helps to plan professional development offerings at work & within professional organization	Choose a career path in public relations by carefully analyzing my passions, personality traits, aptitudes and lifestyle expectations and researching the opportunities for training and employment.	Personal	
	Respond to feedback and direction from my manager/mentor in the early part of my career and develop my skills under her guidance to benefit from her extensive experience and expertise in all aspects of public relations.	Provincial Manpower 198X – 198X	Tab #26 Performance appraisal
	Develop short term career plans on a regular basis by analyzing my current situation and identifying what skills I want to	Provincial Manpower and Canadian City 198X - present	Tab #18 Performance reviews

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	develop over the next 2 to 3 years.		
	Develop a goal to be successfully self-employed and achieve that goal for 10 years largely by providing quality services and acquiring new clients through word of mouth about the calibre of my work.	Personal	
	Demonstrate a commitment to lifelong learning by enrolling in formal education programs such as the local university management certificate program and Athabasca University's Professional Bachelor of Arts program.	Personal	Not included in this sample
	Achieve a long term career goal of becoming a manager in a community relations capacity by continuously developing both my technical and people management skills and recognizing the opportunity with the Canadian City as a good fit.	Personal	Tab #33 Conferences and workshops list (place card only)
	Prepare for changes in my field by reading trade publications and other media, regularly attending industry conferences and maintaining membership in professional organizations such as XXXX.	Personal	Tab #33 Conferences and workshops list (place card only)

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	Participate in a wide variety of leadership seminars and workshops provided by my employers as part of my leadership development, and apply my knowledge regularly as a manager.	Personal	Tab #33 Conferences and workshops list (place card only)
	Develop a life plan that includes career planning as an integrated component of my life by taking a life planning workshop and regularly updating my life plan over 2 decades.	Personal	Tab #33 Conferences and workshops list (place card only)
	Participate in a management development assessment conducted by an external consultant including extensive interviews, exams and 360 degree interviews, concluding that I am a good candidate for movement into senior management.	Personal	Not included in this sample
	Recommend professional development opportunities for my staff by assessing their strengths and weaknesses, helping them to identify their professional development interests and suggesting courses and seminars for them.	Provincial Manpower and Canadian City 198X - present	Tab #18 Performance reviews
	Support my staff in their professional development goals by negotiating with my manager and advocating for my staff when needed and ensuring I have adequate resources in my	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric

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	budget to allow for their professional development in order to retain valued employees.		
	Present papers at industry conferences to showcase the work of my organization, to share my knowledge and expertise and to inspire others in my field.	Personal	Tab #12 Multi-family social marketing presentation
	Take charge of my career by regularly thinking about my professional development and updating my skills, rather than waiting for someone in the organization to plan my development for me, in order to ensure that my work is satisfying throughout my career.	Personal	
	Assess my core business interests, my deepest work values and my strongest skills on a regular basis, to help me take advantage of opportunities that come up and to plan my skill development.	Personal	
	Understand my strongest work values, which are intellectual challenge and working with people I like and admire, in order to make good career change decisions and increase the likelihood that the opportunities I accept will be satisfying.	Personal	

<b>7. Ability to write clearly and convincingly</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Demonstrates superior ability to convince others through creative, articulate, well-structured argument; outstanding ability to self-edit	Develop a clear purpose for the strategic plan document through a collaborative discussion with my manager to ensure the document aligns with his vision and his needs.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Identify the target audiences by reviewing the purpose in order to create a document that speaks to the needs and interests of the audience.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Create an outline for the strategic plan by carefully analyzing the needs of the audience in order to ensure the most important information is included in a logical sequence.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Provide the outline and purpose description to the other managers to ensure that the draft strategies they develop for their areas of operation align with the overall purpose of the document and the goals of the Branch.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric

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	<p>Edit content of draft plans submitted by other managers by deleting information that doesn't directly align with the purpose and the outline in order to achieve a concise document that meets the needs of City Councillors, senior managers and external stakeholders.</p>	<p>Canadian City Environmental Management Branch 199X - present</p>	<p>Tab #34 Strategic plan booklet (place card only)</p>
	<p>Edit content by reorganizing information and rewriting sections to ensure the content is relevant to and speaks to the target audience groups.</p>	<p>Canadian City Environmental Management Branch 199X - present</p>	<p>Tab #34 Strategic plan booklet (place card only)</p>
	<p>Edit the writing to ensure that it convinces readers of the Branch's leadership and expertise by providing sound rationale for the strategy, a global perspective of the issues and a clear explanation of the solutions being applied by the Branch.</p>	<p>Canadian City Environmental Management Branch 199X - present</p>	<p>Tab #34 Strategic plan booklet (place card only)</p>
	<p>Edit to retain the readers' attention by ensuring that the writing is clear, easy to understand, fresh and speaks to the audience's interests.</p>	<p>Self employment - various clients 198X – 199X</p>	<p>Not included in this sample</p>
	<p>Edit the writing to ensure that it demonstrates respect for the reader by being as concise as possible and as clear as possible.</p>	<p>Self employment - various clients 198X – 199X</p>	<p>Not included in this sample</p>
	<p>Edit the writing to ensure that complex issues are understandable by distilling</p>	<p>Self employment - various clients</p>	<p>Not included in this sample</p>

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	information to extract the essential components, providing examples or quotes that add clarity and answering questions or concerns that I anticipate readers may have.	198X – 199X	
	Improve the lives of readers and ensure that the writing contributes to their understanding of information they need, (such as a pensions booklet) by achieving a high level of clarity.	Self employment - various clients 198X – 199X	Not included in this sample
	Edit the writing for style by asking myself: Are there technical words or jargon that will not be understood by the readers? Is it written in an active rather than passive tense? Does it elicit the image or emotion I want? in order to help ensure the document has the overall effect I want it to achieve.	Self employment - various clients 198X – 199X	Not included in this sample
	Explain the purpose and the audience to the designer and oversee the design process to ensure the final design is engaging and functional.	Self employment - various clients 198X – 199X	Not included in this sample
	Meet with client to gain an understanding of the project or issue and learn about the context and background in order to ensure the final product meets its objectives of	Self employment - various clients 198X – 199X	Not included in this sample

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	increasing awareness, changing attitudes or changing behaviour.		
	Counsel the client on the importance of having a clear purpose and clearly identified target audience groups for the information product in order to ensure the final product meets its objectives (of increasing awareness, changing attitudes or changing behaviour).	Self employment - various clients 198X – 199X	Not included in this sample
	Analyze the intended audiences by talking with people who understand the audience and by reviewing research on awareness, attitudes, etc. Know the audience to enable me to appeal to the readers' values and emotions in order to achieve an objective around awareness, attitudes or behaviour.	Self employment - various clients 198X – 199X	Not included in this sample
	Identify key messages that meet the needs of the client and that will resonate with the audience groups in order to reduce the amount of information in the final product.	Self employment - various clients 198X – 199X	Not included in this sample
	Test the writing with several individuals who are part of the target group to ensure that it answers their questions and has the effect we want to achieve.	Self employment - various clients 198X – 199X	Not included in this sample



<b>8. Ethical conduct</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Expert understanding of complexity of ethics and the ranking of ethical considerations; directs others in making ethical considerations	Consider a variety of factors including cost, impact on stakeholders, legal requirements, customer satisfaction, risk management and organization reputation when making complex decisions to ensure that my decision is the best one for the organization.	Canadian City Environmental Management Branch  199X - present	Not included in this sample
	Weigh and rank a variety of factors that impact an ethical decision by assessing the consequences of various alternatives in order to ensure that my decision is the best one for the organization and I can defend my decision with sound rationale if needed.	Canadian City Environmental Management Branch  199X - present	Tab #5 Letter Steve Kuric
	Direct my teams to consider their own values along with corporate guidelines when making ethical decisions because organization guidelines (such as an environmental management system) are often vague and by applying personal values employees feel their work is aligned with their values.	Canadian City Environmental Management Branch  199X - present	Not included in this sample
	Demonstrate my support for value-based initiatives by making resources available and	Canadian City Environmental	Not included in this sample

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	creating visibility for employee initiatives, such as starting a green team to reduce office waste, in order to encourage other employees to support or instigate value-based initiatives.	Management Branch 199X - present	
	Apply the legal test when making ethical decisions by asking myself: "Is this decision against the law or against organization policies?" If the answer is yes, then the decision to not go ahead is usually clear.	Canadian City Environmental Management Branch 199X - present	Not included in this sample
	Apply the stakeholder test when making ethical decisions by asking myself: "Is this decision in the best interest of our customers, the community and other key stakeholders?" in order to ensure that the decision supports the Branch's priority on serving the community and respecting diversity.	Canadian City Environmental Management Branch 199X - present	Tab #35 Volunteer dismissal letter
	Set targets in our environmental management system that strive for real improvement in our environmental performance and not only meet legal requirements, to ensure that the plan has credibility with employees and is supported by employees.	Canadian City Environmental Management Branch 199X - present	Tab #36 Project D objectives & targets (place card only)

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	<p>Influence my manager to approve targets in our environmental management system that strive for real improvement in our environmental performance and not only meet legal requirements, to ensure that the plan actually leads to greater environmental protection now and long into the future.</p>	<p>Canadian City Environmental Management Branch  199X - present</p>	<p>Tab #36 Project D objectives &amp; targets (place card only)</p>
	<p>Make decisions regarding how to respond to media enquiries and reports about Branch issues that could affect the Branch's reputation, by providing balanced and accurate information to ensure that the media fully understand the issue and are able to report all sides of the issue.</p>	<p>Canadian City Environmental Management Branch  199X - present</p>	<p>Tab #37 NFB letter (place card only)</p>
	<p>Select data for public dissemination that accurately reflect the organization's achievements and are easy to understand, to build trust with the media, the community and key stakeholders who are interested in our data.</p>	<p>Canadian City Environmental Management Branch  199X - present</p>	<p>Tab #38 Annual review (place card only)</p>
	<p>Recommend to senior management which data from an annual survey should be reported and how, (the precise wording) to ensure that the media, the community and key</p>	<p>Canadian City Environmental Management Branch  199X - present</p>	<p>Tab #38 Annual review (place card only)</p>

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	stakeholders have an accurate understanding of data that neither undersells nor oversells the Branch's achievements.		
	Make decisions about whether to intervene to assist an employee when obtaining information that was provided in confidence to another employee, by weighing the consequences of breaking confidentiality against the consequences of not intervening (and of intervening).	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric
	Encourage staff to bring any ethical concerns about the organization's operations to me or to their direct supervisor in order to ensure that staff are aware of management's willingness to hear and act on concerns and thereby prevent staff from voicing their concerns outside the branch and jeopardizing the branch's reputation.	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric
<b>9. Ability to plan and execute research</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Superior ability to identify & define problems, determine appropriate methodology,	Identify specific objectives for customer satisfaction, awareness and participation survey of Canadian City residents, in a collaborative discussion with my manager, to ensure that results are useful to	Canadian City Environmental Management Branch 199X - present	Tab #5 Letter Steve Kuric

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assemble & direct research team in executing project & presenting results	senior managers in making planning and policy decisions.		
	Identify specific objectives for survey of Canadian City residents to measure awareness and participation in sustainable waste practices in order to report on the success of our community relations programs and make improvements to programs.	Canadian City Environmental Management Branch 199X - present	Not included in this sample
	Provide clear survey objectives to research companies to enable them to recommend the best methodology for customer satisfaction, awareness and participation survey.	Canadian City Environmental Management Branch 199X - present	Tab #39 Research consultant directions (place card only)
	Refine methodology and questions recommended by the research company to ensure that results will meet specific branch needs and can be used to inform management decisions about branch services and programs.	Canadian City Environmental Management Branch 199X - present	Tab #39 Research consultant directions (place card only)
	Interpret survey results by analyzing raw data and discussing results with research company, in order to gain a thorough and accurate understanding of the results and	Canadian City Environmental Management Branch 199X - present	Tab #39 Research consultant directions (place card only)

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	be able to answer questions from my colleagues and manager.		
	Create a presentation that summarizes the key results for my manager and colleagues and present results at management meeting to ensure that all managers have the information they need to continually improve their programs.	Canadian City Environmental Management Branch 199X - present	Tab #17 Customer survey results
	Identify community relations and communications issues that require research and draft the rationale for the research in order to convince my manager of the need and the benefits of conducting the research.	Canadian City Environmental Management Branch 199X - present	Tab #40 Research plan (place card only)
	Draft a research plan by first asking: What do I know? What do I need to know? Where do I find it?	Canadian City Environmental Management Branch 199X - present	Tab #40 Research plan (place card only)
	Determine the best mix of primary and secondary research by assessing the importance of the issue to the branch, the budget and time available, how the results will be used and what type of results (qualitative or quantitative) will be most useful.	Canadian City Environmental Management Branch 199X - present	Tab #40 Research plan (place card only)

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	Design one-on-one interviews with managers and supervisors when their input is essential to a program such as internal communications, to acquire an in-depth understanding of their perceptions and needs.	Canadian City Environmental Management Branch 199X - present	Tab #41 Manager interviews (place card only)
	Conduct interviews by establishing rapport and trust, leading the conversation while allowing the questionnaire to evolve, listening objectively, and taking copious notes.	Canadian City Environmental Management Branch 199X - present	Tab #41 Manager interviews (place card only)
	Determine if focus groups should be used by assessing whether qualitative data is needed to probe an issue, test an idea or approach, or pinpoint attitudes or perceptions around a particular issue.	Canadian City Environmental Management Branch 199X - present	Tab #41 Manager interviews (place card only)
	Design focus group questionnaire by drafting questions that will elicit conversations and answers to meet very specific objectives, in order to ensure the discussion is focused and the results are useful.	Self-employment – Provincial Pensions Administration 199X – 199X	Tab #42 Focus group results (place card only)
	Conduct focus group interviews by establishing rapport, not influencing the discussion with my personal opinions, encouraging everyone to participate, and encouraging open and honest discussion in order to achieve a deeper	Self-employment – Provincial Pensions Administration 199X – 199X	Tab #42 Focus group results (place card only)

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	understanding of a particular situation or issue.		
	Analyze focus group results to identify common themes or perceptions that need to be quantified because focus groups do not provide data that can be generalized to the broader audience.	Self-employment – Provincial Pensions Administration 199X – 199X	Tab #43 Internal communications strategy (place card only)
	Select and oversee the work of a focus group facilitator if I would not be viewed as neutral on the issue, in order to ensure that participants feel their comments will be heard objectively and not judged in any way.	Self-employment – Provincial Pensions Administration 199X – 199X	Tab #43 Internal communications strategy (place card only)
	Develop a survey instrument or work with a research company to develop a survey that will provide the information needed, including important demographic data.	Self-employment – Provincial Pensions Administration 199X – 199X	Tab #17 Customer survey results
	<u>Social marketing research:</u>		
	Determine which social marketing initiatives require research by assessing the current knowledge and data available on barriers and benefits to a particular behaviour, in order to ensure that initiatives are developed based on accurate data rather than assumptions.	Self-employment – Provincial Pensions Administration 199X – 199X	Tab #44 Project E survey (place card only)



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	<p>Adapt the principles and theories of community-based social marketing described by Doug McKenzie-Mohr in <i>Fostering Sustainable Behaviour</i> to those programs that require behaviour change because research and my own experience indicate that initiatives to promote behaviour change are most effective when these techniques are diligently applied.</p>	<p>Self-employment – Provincial Pensions Administration  199X – 199X</p>	<p>Tab #45 Project E pilot (place card only)</p>
	<p>Develop a research plan that identifies the actual barriers that inhibit people from engaging in the behaviour we want to promote and the benefits that people associate with the behaviour.</p>	<p>Self-employment – Provincial Pensions Administration  199X – 199X</p>	<p>Tab #45 Project E pilot (place card only)</p>
	<p>Draft a plan that includes a literature review to determine what data already exist, qualitative research to discover barriers and benefits, and quantitative research to determine what percentage of the target population shares the same barriers &amp; benefits.</p>	<p>Self-employment – Provincial Pensions Administration  199X – 199X</p>	<p>Tab #45 Project E pilot (place card only)</p>
	<p>Identify a team responsible for conducting the various components of the research and provide clear direction about the objectives, timelines, and resources available to ensure</p>	<p>Self-employment – Provincial Pensions Administration  199X – 199X</p>	<p>Tab #45 Project E pilot (place card only)</p>

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	that everyone is working towards a common goal.		
	Determine whether an observational study is needed by assessing whether the data collected through surveys needs to be verified and the actual participation or frequency of behaviour is critical to the Branch.	Self-employment – Provincial Pensions Administration 199X – 199X	Not included in this sample
<b>10. Ability to lead others</b>			
<b>Learning Criteria</b>	<b>Learning Statements</b>	<b>Origin of Learning</b>	<b>Supporting Documentation</b>
Able to translate policy into program & ensure that goals are met; takes frequent active measures to inform self about success of programs & corrects as necessary; is awarded leadership roles in prof. or non-prof. organizations; actively mentor other workers	Review City Council’s 10-year strategic goals to ensure alignment between my section’s long-term goals and the City’s long-term vision and goals. Discuss the long-term vision with staff to ensure that they understand the link between our programs and the broader City vision.	Canadian City Environmental Management Branch 199X – present	Tab #5 Letter Steve Kuric
	Review annual branch budget document which identifies branch goals, strategies and outcomes, to ensure that my	Canadian City Environmental	Tab #5 Letter Steve Kuric

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	<p>section goals and programs are consistent with what has been approved by City Council and all staff in my section are working toward common goals.</p>	<p>Management Branch 199X – present</p>	
	<p>Draft an annual section strategy that identifies public education and social marketing programs, potential issues, goals and objectives, message platform, new programs or program enhancements, and methods of evaluation, so that all staff are aware of the scope of activities and how their role fits into the section strategy.</p>	<p>Canadian City Environmental Management Branch 199X – present</p>	<p>Tab #27 20xx public education plan</p>
	<p>Review the strategy with my 7 direct reports and provide additional context, explaining why the objectives and timelines are important. Build a commitment to the goals for our section by providing a “big picture” perspective.</p>	<p>Canadian City Environmental Management Branch 199X – present</p>	<p>Tab #27 20xx public education plan</p>
	<p>Estimate the community’s receptiveness to my section objectives by reviewing how the community, the media and other stakeholders responded in the past to similar initiatives, in order to ensure that objectives are realistic and achieve buy-in from the community and result in measurable behaviour change.</p>	<p>Canadian City Environmental Management Branch 199X – present</p>	<p>Tab #27 20xx public education plan</p>

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	Select measurement tools such as omnibus surveys to assess whether specific objectives, such as campaign awareness, are met throughout the year.	Canadian City Environmental Management Branch 199X – present	Tab #27 20xx public education plan
	Review and analyze monthly reports such as media coverage, call centre reports, financial reports and program updates to assess progress in meeting objectives throughout the year.	Canadian City Environmental Management Branch 199X – present	Tab #27 20xx public education plan
	Meet regularly with staff and listen to their assessments of the programs they are working on in order to steer change in direction if needed.	Canadian City Environmental Management Branch 199X – present	Tab #5 Letter Steve Kuric
	Initiate a shift in resources (financial and human) to re-allocate funds or staff time to an initiative that requires more resources in order to meet objectives.	Canadian City Environmental Management Branch 199X – present	Not included in this sample
	Share expertise with other organizations, for example by developing and leading workshops on community engagement at the invitation of the Federation of National Municipalities.	Canadian City Environmental Management Branch 199X – present	Not included in this sample

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	Identify and mentor staff who demonstrate potential and interest in career development by providing them with new challenges and professional development suggestions to retain staff with potential for advancement.	Canadian City Environmental Management Branch 199X – present	Not included in this sample
	Build trust and understanding with staff by listening to them, treating them with respect and showing a genuine interest in their professional development, to ensure that staff feel appreciated and empowered, and retention rates are high.	Canadian City Environmental Management Branch 199X – present	Not included in this sample
	Inspire commitment to the work among staff by providing clear expectations and helping them identify development goals that are aligned with their personal values and the needs of the organization.	Canadian City Environmental Management Branch 199X – present	Not included in this sample
	Create an environment for employees to innovate, take risks and learn new skills through example and by allowing them to make mistakes and learn from them, in order to continually improve our ability to mobilize the community to participate in sustainable waste practices.	Canadian City Environmental Management Branch 199X – present	Not included in this sample