

We felt that the behaviours could be used very effectively to evaluate an administrator's performance and focus professional development and education plans for anyone interested in succession planning.

Ideally this is a framework for discussion between a supervisor, mentor, and/or coach and with College resources such as OPSEU, OCASA and Human Resources, but it can be used any way that is helpful to the employee; even if simply to keep a record of activity and as a reference for future resumes and interview preparation.

Confederation College's program:

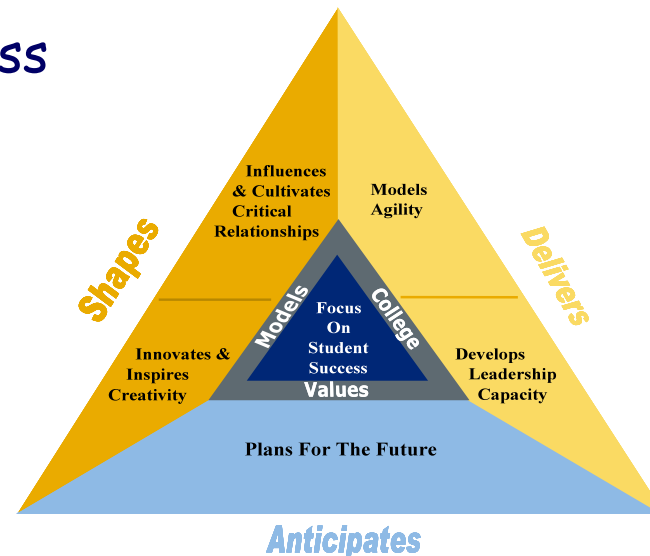
- Puts additional leadership training opportunities in place for our employees who have future leadership aspirations;
- Establishes a pool of strong internal candidates with the right strategic knowledge and experience to take the College into the future;
- Seeks individuals who are committed to the future of the College and want to play an integral part in its transformation and future success;
- **Self directed** with support from supervisors, mentors, HR, etc.; and
- Provides financial support through various PD funds.

At the core, leaders must exhibit:

- An unwavering commitment to academic excellence
- Passion for students and the process of learning
- Knowledge of the professional practice of teaching

Leaders must exhibit:

- Diversity
- Respect, Caring and Openness
- Learning and leading
- Excellence



SUPERVISOR/MANAGER/CHAIR LEADERSHIP CAPABILITY FRAMEWORK

BEHAVIOUR 1 – PLANS FOR THE FUTURE

SUPERVISOR/MANAGER/CHAIR	EMPLOYEE INPUT	SUPERVISOR'S INPUT
Is aware of academic, industry and relevant external environment trends affecting their team/area		
Contributes to the development of their faculty/department's vision and strategic direction. Sets strategic direction for their own team that aligns with that of the college.		

SUPERVISOR/MANAGER/CHAIR	EMPLOYEE INPUT	SUPERVISOR'S INPUT
Clearly communicates the strategic vision, priorities and expectations of the college and how these relate to their team. Instills a sense of purpose in their team members.		
Demonstrates ability to manage priorities while responding to new requests and initiatives		
Takes a fact-based approach to decisions and exercises sound judgement		
Operates on a strategic 1-3 year time horizon		

Leadership Development Plan for Supervisors, Managers and Chairs Positions

Short Term (> 1 year)

- Find a Mentor
- Meyers-Briggs Type Indicator (MBTI)
- Emotional Intelligence (EI)
- Investigate articulation agreements and Prior Learning Assessment Review (PLAR)
- Self directed - OCASA and/or CHERD
- Participate in/attendance at College events - guest speakers, academic showcase, Confederation Day, orientation, town hall meetings
- Participate in/attendance at College leadership programming

Medium Term (1 to 3 years)

- Degree* in a related field
- Conference in related field
- Volunteer on a Community Board
- Participate on a College committee
- Participate in/attendance at College events - guest speakers, academic showcase, Confederation Day, orientation, town hall meetings
- Participate in/attendance at College leadership programming

Long Term (+3 years)

- Aboriginal Canadian Relations Certificate
- Leadership Development Institute (ACCC)
- Secondment
- Teach a course
- Participate in/attendance at College events - guest speakers, academic showcase, Confederation Day, orientation, town hall meetings
- Participate in/attendance at College leadership programming