

CMHA-HKPR *Employee Competency Matrix*

A. Work-Related Competencies (WRCs)	B. Emotional and Social Competencies (ESCs)
<p>1. Initiative and Self-Development Competencies in this dimension involve consistently doing work in accordance with defined expectations, as well as actively working to solve problems when novel situations emerge. The individual also has an active interest in personal development through reflection and active engagement.</p> <ul style="list-style-type: none"> • Demonstrates energy, initiative and accountability to help solve problems and accomplish the regular tasks that the job or position requires. • Continually monitors and evaluates one's own performance, incorporating in a positive manner the feedback of others. • Completes work in a timely and accurate manner; is committed to ongoing quality improvements to self and others. 	<p>1. Self-Perception Abilities in this dimension relate to the 'inner self' and involves an individual's feelings of inner strength, confidence, and the desire to pursue meaningful goals. It also involves the person's understanding of what, when, why, and how different emotions impact our thoughts and actions.</p> <ul style="list-style-type: none"> • Recognizing and understanding one's own emotions and the ability to differentiate between subtleties in one's own emotions while understanding the potential origins of these emotions and the impact they may have on others. • Respecting oneself while understanding and accepting one's strengths and weaknesses. • Working to improve oneself and engage in the pursuit of personally relevant and meaningful objectives.
<p>2. Sustainability Respects that the organization has finite human and physical resources, while at the same time working to help achieve assigned tasks and goals.</p> <ul style="list-style-type: none"> • Effective use of day-to-day resources to help achieve assigned tasks and goals. • Helps to maintain a work environment that fosters the personal and professional growth of colleagues. • Demonstrates respect for diversity and helps to ensure wellness is a priority for clients, co-workers, and self. 	<p>2. Interpersonal Abilities in this dimension include skills in developing and maintaining relationships based on trust, compassion, and empathy. It also involves the ability to articulate an understanding of another person's perspective, and to show genuine concern for others.</p> <ul style="list-style-type: none"> • Involves acting responsibly, having a social consciousness, and showing genuine concern for the greater community. • Recognizing, understanding, and appreciating how other people feel; being able to articulate an understanding of another



	<p>person's perspective and behaving in a way that respects the other person's feelings.</p> <ul style="list-style-type: none">• Working to develop and maintain mutually satisfying relationships characterized by trust and compassion.
<p>3. Learning and Innovation Competencies in this dimension involve valuing and professional development; the individual embraces applying new skills and knowledge to work challenges.</p> <ul style="list-style-type: none">• Accepts change in the work environment; demonstrates commitment to seek proactive, creative and innovative approaches to challenges and new situations.• Demonstrates the professional knowledge, ability and competencies required to perform effectively in the job or position assigned.• Ongoing commitment to developing and enhancing one's professional knowledge, abilities and competencies.	<p>3. Optimism Working to remain positive and hopeful despite setbacks and obstacles.</p> <ul style="list-style-type: none">• Individuals who are optimists approach the world with a "glass half full" attitude. They believe in themselves and others and try not to give up prematurely.• Optimists often inspire individuals around them to be open to change or activities that may help overcome challenges.• Optimists tend to focus on positive emotions, which helps promote similar emotions in the people around them.
<p>4. Supports and Accountability Works to provide appropriate and effective support to others; actively works to achieve individual and team goals and desired outcomes.</p> <ul style="list-style-type: none">• In the face of ambiguity or uncertainty, copes with negative emotions and uses knowledge and skills to make decisions on how best to respond.• Demonstrates the ability to cope with problems and challenges.• Uses clear and respectful communication; willingness to accept responsibility and to be accountable for one's actions in assigned duties and tasks.	<p>4. Stress Management & Coping Abilities in this dimension address how well an individual copes with the emotions associated with change and unpredictable circumstances.</p> <ul style="list-style-type: none">• Adapting emotions, thoughts and behaviors to unfamiliar, unpredictable, and dynamic situations.• Believing that one can manage or influence situations in a positive manner.• Ability to cope with stressful or difficult situations.



5. Focus on Quality and Strategic Priorities

Works to provide effective supports to accomplish specific goals and tasks; manages time and work priorities effectively.

- Maintains a quality focus to help support the core objectives of the organization on a day to day basis.
- Can appropriately make adjustments to work-related tasks when objectives need to be modified or changed.
- When faced with change or a modified work situation, can stay focused on working to try and make the situation better.

5. Adaptability

Abilities in this dimension are connected to competencies in the way a person uses emotional information by understanding the impact emotions have on problem-solving. It also involves the ability to resist or delay impulses and remain objective.

- Ability to find appropriate solutions to problems in situations where emotions are involved.
- Includes the ability to understand how emotions impact decision making and the capacity to remain objective by seeing things as they really are (e.g., recognizing when emotions or personal bias can cause one to be less objective).
- The ability to resist or delay an impulse, drive or temptation to act and involves working to promote positive behaviors and decision-making.

6. Communication and Professionalism

Is sensitive in interpersonal communications and works to understand and respond to others in an ethical and professional manner.

- Endeavors to work effectively with others and is mindful of legalities with respect to privacy and human rights issues.
- Communicates clearly and effectively during assigned tasks; actively listens to others and documents relevant work tasks in an accurate and appropriate manner.
- Supports the organization's mission, vision and values; exhibits personal integrity.

6. Self-Expression

This dimension includes the ability to openly and constructively express thoughts and feelings when it comes to important issues and concerns.

- Communicates feelings and thoughts, both verbally and non-verbally, in a genuine and empathic manner.
- Works to defend personal rights and values in a non-offensive and constructive manner.
- The ability to be self-reflective and to find one's own voice on significant matters and situations.

C. Special Technical or Knowledge Skills (STKS)¹

1. Indirect STKS:

- a. **Financial:** Appropriate numeracy and IT skills pertinent to working in the position.
- b. **Cleaning:** Knowledge, skills and abilities required to maintain acceptable hygienic standards in a variety of environments.
- c. **Laundry:** Knowledge, skills and abilities required to receive, organize and clean soiled textiles (e.g., clothing, linens etc.).
- d. **Information and communication technology (ICT):** Development, management and/or support of ICT infrastructure, including individual computers, email systems and mobile communications.
- e. **HR administration:** Appropriate skills for tracking, managing and/or maintaining HR-related documentation, maintaining employee files and records.
- f. **Housing administration:** Knowledge, skills and abilities required to advocate and/or manage precariously housed individuals.
- g. **Cooking/Food preparation:** Knowledge, skills and abilities required to prepare healthy foods for individuals and groups, including menu planning, meal preparation and stocking.
- h. **All other** non-client support technical skills

2. Direct STKS:

- a. **Factual knowledge of mental health and addictions:** including diagnoses and treatment, knowledge of social determinants of health, substance use, pharmacology, community and/or sector context (e.g. justice, employment, DS etc.), human development theory, recovery theory, and best practices with specialized populations.

¹ STKS may vary considerably depending on the position.

- b. **Working with clients:** including engagement, therapeutic rapport skills, appropriate use of personal disclosure, boundaries, ethics, diversity, clarity of roles and responsibilities, knowledge of transference and countertransference, clinical detachment, ability to provide person/client-centred care, and modelling of harm reduction approaches.
- c. **Interviewing and assessment skills:** including biopsychosocial assessments, concurrent-disorder- informed assessments, active listening, interviewing and Socratic questioning skills, ability to provide appropriate risk, safety, and suicide assessments, “trauma-informed” lens, and use of collateral information and assessments.
- d. **Service and support:** including treatment planning and provision of helpful supports (e.g. knowledge and ability to effectively use therapeutic interventions, outcome-focussed, motivational interviewing skills), working with clients on goals and recovery, ability to case conference where required, and working effectively with an interdisciplinary team.
- e. **Documentation:** including compliance with policies and procedures, guidelines, team operating procedures (e.g. completion of CRMS notes), consents, service agreements, OCANs, OPOCs, crisis assessments, Home Safety Risk Assessments (HSRA), suicide assessments and safety plans, safety reporting, case coverage notes, medication documentation, and providing statistics as required.
- f. **All other** direct client support technical skills