

## Communication Skills

**The ability to accurately listen and understand, and then respond appropriately when interacting with individuals and groups. The ability to influence outcomes through verbal communication in individual or group situations through negotiation and advocacy.**

Level	Description	Behaviours	Work Examples
0.	Does Not Exhibit This Competency		
1.	Listens and Presents Accurate Information  <i>Trainee</i>	<ul style="list-style-type: none"> <li>• Demonstrates conversational and basic presentation skills</li> <li>• Demonstrates openness and receptivity to giving and receiving information</li> <li>• Willing to listen when approached by others (individuals or groups)</li> <li>• Has limited impact to influence others and obtain agreement on own plans</li> </ul>	<ul style="list-style-type: none"> <li>• Actively contributes and listens to others at staff meetings</li> <li>• Openly communicates with supervisor regarding travel or work plans</li> <li>• Communicates with supervisor on issues raised by owners that cannot be resolved alone</li> </ul>
2.	Communicates Effectively  <i>Appraiser I</i>	<ul style="list-style-type: none"> <li>• Actively listens to others individually or in groups; pays attention to non-verbal cues</li> <li>• Speaks effectively about what is needed or expected from others</li> <li>• Communicates ideas in a logical, organized manner</li> <li>• Expresses ideas clearly and concisely to formal and informal groups</li> <li>• Has moderate impact to influence others and obtain agreement on own/team ideas and plans</li> </ul>	<ul style="list-style-type: none"> <li>• Sees non-verbal signs of anxiety in property owner and knows when not to press for entry to a house.</li> <li>• Actively listens to appellants at PARP and effectively suggests solutions to panel</li> <li>• Presents evidence at PARP in a logical and effective manner</li> <li>• Effectively paraphrases and summarizes others' viewpoints at PARP</li> </ul>

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3. Communicates Effectively on Complex Issues  
*Appraiser II*
- Maintains a rational focus when confronted with assertive or aggressive inquiries
  - Explains complex concepts using common, plain language
  - Seeks to understand others' point of view and responds appropriately
  - Acts as an expert witness in contested decisions and appeals
  - Able to obtain agreement and acceptance by others on most ideas/plans/projects
  - Able to defuse irate customers, e.g. front counter
  - Effectively communicates assessment practices and law to the public without the use of jargon
  - Successfully resolves basic appeals, e.g. PARP, PAAB
  - Completes and presents appeal briefs effectively
  - Makes effective presentations at staff meetings
  - Effective at influencing others of the need for different software or a project requirement
  - Advises supervisor of an appeal that needs to be advanced
4. Makes Accurate Assessments  
*Sr Appraiser*
- Listens and responds to people's concerns by altering own behavior in a helpful and responsive manner
  - Anticipates others' response and alters own behaviour to respond appropriately
  - Accurately assesses root causes of individual/group behaviours and acts to resolve them
  - Able to obtain agreement and acceptance by others on most major ideas/plans/projects using a variety of techniques and methods
  - Makes presentations and discusses complex issues to audiences that have strong concerns about the subject matter
  - Acts as advocate before PAAB on cases with clearly defined issues
  - Negotiates a successful resolution on appeals
  - Uses tact when dealing with others e.g. believes different approach to valuation method is more appropriate than what is currently used in another office
  - Makes effective presentations at annual May meeting
  - Identifies cases that need a higher level of advocacy and makes recommendations to supervisor
  - Effectively determines key issues a group may have, using facilitation/meeting skills
  - Able to act as advocate before the PAAB
  - Assists with media issues at the local level
  - Has been a presenter at meetings, seminars on topics requiring research

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5. Effectively Negotiates and Handles Controversial and Complex Issues
- Negotiates and effectively uses impact and influencing skills
  - Quickly crafts responses to controversial questions in difficult situations
  - Is looked to and respected by others for ability to wield considerable personal influence-and for the ability to use a variety of methods to successfully advocate on behalf of the organization.
  - Can draft responses for use by executive on issues originating at local level
  - Effectively communicates with media on local issues
  - Makes effective presentations at meetings, seminars or conferences on complex corporate issues
  - Influences decisions on the use of outside legal council on high-risk cases
  - Effectively speaks extemporaneously to large special interest groups on a variety of assessment matters
  - Effectively fields Q&A's on complex appraisal issues
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