

Innovation & Change Management

Adapts to new and challenging situations; willing to make critical decisions in a changing environment where exact outcomes cannot be predicted. Generates and/or recognizes creative or innovative solutions to work-related issues.

Level	Description	Behaviours	Work Examples
0.	Does not exhibit this competency		
1.	Performs Ambiguous Tasks with Some Support or Guidance; Makes Minor Modifications to Existing Procedures/Processes/ Services <i>Trainee, Appraiser I</i>	<ul style="list-style-type: none"> Requires some guidance or support in order to respond to uncertainty or lack of information Needs assistance when things are not clear or to see the positive impact of doing things differently When required, thinks of different ways to improve process/productivity on the job by making modifications to existing procedures/processes/services 	<ul style="list-style-type: none"> Accepts innovations in sub-systems, e.g. system coding Works effectively with assigned software applications, e.g. CAPAS Adapts readily to new hardware devices
2.	Performs Ambiguous Tasks with Little Guidance or Support; Improves Existing Procedures/Processes/ Services <i>Appraiser II</i>	<ul style="list-style-type: none"> Adapts to changing circumstances, direction and strategy Is able to suggest actions without having all the information Proactively seeks improvement opportunities within familiar boundaries Borrows, manipulates, or expands upon good ideas or looks for better ways to improve procedures/process/services on the job Demonstrates ability to change direction in response to changing work situations Is able to make decisions and take action when there is not enough information to predict the consequences with certainty 	<ul style="list-style-type: none"> Reviews sub-systems to streamline and eliminate coding, e.g. system coding Makes improvement suggestions to processes and technology, e.g. hand-helds Actively participates in building an office improvement plan. Recognizes a challenge and creates own solutions, e.g. enduser Excel, Access

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| <p>3. Takes Effective Action with Limited Information; Works with Others for Continuous Improvement; Generates Ideas that Build on Existing Ones</p> <p><i>Sr Appraiser</i></p> | <ul style="list-style-type: none">• Constructively challenges an established procedure and either advocates abandoning it or proposes and implements a superior alternative• Ready, willing and able to easily switch gears in response to unexpected events and circumstances• Provides as much focus as possible for self and others in dynamic situations• Breaks down boundaries to do things together that spark new and effective ideas | <ul style="list-style-type: none">• Utilizes specialized software applications for auditing the roll, e.g. Access• Supports quality assurance and improvement initiatives• Champions corporate improvement initiatives• Champions software solutions from other offices• Takes a leadership role in acceptance of software applications, e.g. promotes their use and makes others' aware of their value• Takes ideas from outside sources to formulate corporate policy |
| <p>4. Performs with Maximum Effectiveness in Situations Characterized by Continuous Change; Generates Ideas that Depart Significantly from Existing Ones</p> | <ul style="list-style-type: none">• Demonstrates exceptional ability to change direction in response to volatile and unpredictable situations• Effectively and consistently manages competing and ambiguous priorities• Seeks new applications for new or old ideas, creates new ways to combine existing methods | <ul style="list-style-type: none">• Displays active corporate sponsorship of innovative solutions to technical problems |
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