

# Capability FRAMEWORK

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## CAPABILITY DEFINITION

“A capability is the ability to perform or achieve certain actions or outcomes. As it applies to human capital, capability represents the intersection of capacity and ability.”

wikipedia, <https://en.wikipedia.org/wiki/capability>, accessed 02/06/17

## Purpose

- Create an inclusive, capability-based approach in support of both the Strategic Plan and the People Plan which enables us to position ourselves as an employer of choice and an academic institution of life-changing learning.
- Identify core and leadership capabilities unique to Camosun.
- Focus on knowing, being, doing, and relating in ways that foster an environment that supports students on their path to success as life-long learners.
- Develop language that reflects the common culture of the Camosun community.



## Guiding Principles

Flexible  
Inclusive  
Indigenous perspective  
Intercultural perspective  
Practical  
Representative of all  
Respectful  
Rigour – qualitative/  
quantitative  
Strength based  
Transferable  
Unique to Camosun

## Core Capabilities



## Leadership Capabilities



## STUDENT FOCUS

### Definition

We all have a role to play in promoting and supporting students - directly or indirectly - contributing to their success, education and transition as they build their path to the future.



### Sample Descriptors

- Be a catalyst for success
- Consider the impact on students when making decisions
- Create a collaborative culture within and outside the classroom
- Hold instructors and students capable
- Model professionalism



## CULTURAL ALIGNMENT

### Definition

Inclusion and respect align with Camosun's traditions of lifelong learning, and positive supportive experiences for everyone. As College employees working towards Indigenization, we examine our individual and organizational cultures and explore different ways of knowing, being, doing and relating. We welcome the richness and diversity of all.



### Sample Descriptors

- Acknowledge that culture is deeply rooted in tradition that is based on long-held values
- Demonstrate openness and respect diversity
- Recognize organizational culture
- Support a culture of inclusion and respect
- Value knowledge and experiences





## FOSTER & NURTURE RELATIONSHIPS

### Definition

Fostering and nurturing relationships is at the core of everything we do. Successful workplace relationships take time to develop and include building trust, engagement and collaboration.



### Sample Descriptors

- Acknowledge that sustainable relationships are built on trust
- Be authentic
- Be present; listen, observe
- Build confidence
- Care about the whole person
- Learn from colleagues
- Look for and find strengths in others
- Maintain confidentiality
- Take time to build relationships
- Work as a team

## ADDRESS COLLEGE NEEDS

### Definition

In order to address college needs leaders recognize and respond to the complex, diverse and interdependent components. Leaders inspire others to work individually and collaboratively to achieve departmental, divisional, college and sectoral goals.



### Sample Descriptors

- Champion the strategic priorities of the college
- Identify, develop and implement strategies to achieve goals
- Inspire and support others to work individually and collaboratively to achieve broader college and sectoral goals
- Lead by example
- Recognize the characteristics that are unique and common across the college





## ENABLE SELF & OTHERS

### Definition

To better serve students and the college to achieve success, leaders enable self and others to take responsibility, and to participate in learning and development opportunities.



### Sample Descriptors

- Acknowledge and value employee contribution
- Be receptive to requests for personal growth and professional development
- Consider diverse opinions and approaches
- Create opportunities for others to share and integrate ideas, and new knowledge
- Demonstrate trust and confidence in others
- Enable others to make choices and be accountable
- Inform others how their work contributes to the success of the college
- Lead by example
- Promote knowledge creation
- Provide encouragement and support in order to excel
- Share information and promote opportunities for college-wide initiatives including learning and development.
- Support others to align their learning and development with college strategies



## CREATE TIME & SPACE

### Definition

To be at our best and achieve organizational goals, we need both time and space. Time and space as a unitary concept promotes opportunities to listen, plan, think, create, innovate and develop relationships.



### Sample Descriptors

- Create concepts and opportunities
- Develop trust and relationships
- Encourage and promote innovation
- Listen intentionally
- Plan strategically, operationally and tactically
- Think in order to process and make informed decisions



# **CAPABILITY** APPLICATIONS



# Capability Applications



# Employee Journey

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# Employee Journey

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## Workforce Planning

Workforce planning entails anticipating how our current and future workforce can respond to constant dynamics of internal and external change. This planning process is concerned with ensuring the right number of employees in the right jobs at the right time. It also involves ensuring we hire and retain employees who resonate with our overall mission and exhibit our capabilities in each of our workplace roles.



# Employee Journey

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## Recruitment & Selection

Recruitment & Selection is about using sound principles and best practice to hire for excellence – attracting and hiring employees who will contribute positively to the student experience and the collective success of the College. It is critical that successful candidates meet the essential qualifications related to each position and demonstrate resonance with the College’s capabilities, core values, and strategic goals.

# Employee Journey

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## Onboarding

Onboarding is the process of welcoming new employees and ensuring they have the tools, resources and supports necessary to be successful in their new roles. It involves creating and growing new relationships, encouraging new employees to participate in their ongoing development, and intentionally creating opportunities where all this can happen.



# Employee Journey

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## Health & Wellbeing

Health & Wellbeing is about our commitment to employee wellness, a healthy workplace and healthy campus community. Camsoun's values based capabilities guide the ongoing evolution of *Healthy Together!*, our workplace wellness program.

# Employee Journey

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## Performance Development

Employee performance development supports employees and their workplace leaders to recognize accomplishments, share and integrate ideas, connect work responsibilities to the 'big picture' and find ways to help employees move to deeper levels of competence and confidence. Camosun's capabilities serves as a unique reference guide that describes what we value and desire for each member of our workplace community.



# Employee Journey

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## Leadership, Learning & Development

Capability based Leadership, Learning & Development programs, training, projects and services strengthen the employee journey, support the College's goals, values, policies and legislated requirements; and enhance organizational culture.

