

#### Appendix 4: Competencies and their associated behaviours/performance indicators

Competency	Behaviours/Performance indicators
Exhibits an adequate level of knowledge and understanding of CCGI's mission and vision.	<ul style="list-style-type: none"> <li>▪ Demonstrates understanding of CCGI's mission and vision;</li> <li>▪ Acts according to CCGI's mission and vision;</li> <li>▪ Promotes CCGI's mission and vision.</li> </ul>
Demonstrates an adequate body of knowledge regarding EIP principles.	<ul style="list-style-type: none"> <li>▪ Demonstrates knowledge of EIP principles;</li> <li>▪ Demonstrates ability to apply EIP principles;</li> <li>▪ Promotes EIP principles and current evidence-informed practices among his/her colleagues.</li> </ul>
Routinely uses tools and resources developed by the CCGI team.	<ul style="list-style-type: none"> <li>▪ Demonstrates ability to locate CCGI tools and resources on CCGI's website;</li> <li>▪ Uses CCGI tools and resources in his/her daily work;</li> <li>▪ Promotes the use of CCGI tools and resources among his/her colleagues;</li> <li>▪ Encourages clinicians to use CCGI tools and resources.</li> </ul>
Demonstrates an adequate body of knowledge regarding clinical practice guidelines (CPGs) and	<ul style="list-style-type: none"> <li>▪ Demonstrates knowledge of how CPGs are developed;</li> <li>▪ Demonstrates ability to summarize key recommendations from the guidelines disseminated by CCGI;</li> <li>▪ Promotes the use of CPGs among his/her colleagues;</li> </ul>

<b>Competency</b>	<b>Behaviours/Performance indicators</b>
<p>best practices pertaining to chiropractic and provides useful and up-to-date information about EIP principles, CPGs, and best practices pertaining to chiropractic.</p>	<ul style="list-style-type: none"> <li>▪ Takes an active role in sharing information and knowledge about EIP principles, CPGs, and best practices pertaining to chiropractic;</li> <li>▪ Engages in active discussions with others (e.g., colleagues, patients, stakeholders) regarding the implementation of EIP principles, CPGs, and best practices in daily practice;</li> <li>▪ Encourages clinicians to know and learn about EIP principles and guideline recommendations.</li> </ul>
<p>Demonstrates an understanding of key concepts in research</p>	<ul style="list-style-type: none"> <li>▪ Identifies relevant and appropriate sources of information needed for clinical decision making;</li> <li>▪ Collects, stores, retrieves and uses accurate and appropriate information on best chiropractic practices;</li> <li>▪ Analyzes information to determine appropriate implications, uses, gaps and limitations.</li> </ul>
<p>Demonstrates the ability to translate knowledge into practice.</p>	<ul style="list-style-type: none"> <li>▪ Effectively translates research information into easily understood language and messages;</li> <li>▪ Strategically communicates that information through a variety of formats and channels to support practice change in chiropractic daily activities.</li> </ul>
<p>Communicates in a timely, accurate and effective manner.</p>	<ul style="list-style-type: none"> <li>▪ Employs effective and appropriate verbal, nonverbal, written, and electronic communications;</li> <li>▪ Adapts messages and modes of delivery to meet the needs of his/her</li> </ul>

<b>Competency</b>	<b>Behaviours/Performance indicators</b>
	<p>target audience;</p> <ul style="list-style-type: none"> <li>▪ Makes persuasive public presentations;</li> <li>▪ Anticipates others' needs and plans for this;</li> <li>▪ Openly recognizes the concerns and issues of colleagues;</li> <li>▪ Actively listens to what others have to say and responds in a clear, concise and diplomatic manner;</li> <li>▪ Fosters open and honest communications;</li> <li>▪ Acknowledges and respects the opinions, values, beliefs and perspectives of others.</li> </ul>
<p>Demonstrates the ability to build and sustain trust-based relationships, both individually and collectively.</p>	<ul style="list-style-type: none"> <li>▪ Builds effective working relationships, networks of contacts and partnerships with colleagues;</li> <li>▪ Demonstrates empathy, is free of judgment or rejection;</li> <li>▪ Provides feedback and shares experiences;</li> <li>▪ Shares ideas, issues, and opportunities with members of personal network.</li> </ul>
<p>Is able to manage, lead, and enable the process of change and transition to an evidence-informed chiropractic profession.</p>	<ul style="list-style-type: none"> <li>▪ Communicates in his/her milieu a compelling vision of an evidence-informed practice that appears both feasible and desirable to their colleagues;</li> <li>▪ Demonstrates an understanding of the various stages of change;</li> <li>▪ Demonstrates an understanding of the different reactions to change;</li> <li>▪ Demonstrates an understanding of the level of readiness to change of</li> </ul>

Competency	Behaviours/Performance indicators
	<p>colleagues;</p> <ul style="list-style-type: none"> <li>▪ Recognizes and deals with resistance to evidence-informed practice principles, and/or CPGs, and/or other best chiropractic practices.</li> </ul>
<p>Exhibits adequate knowledge of the role and purpose of mentoring.</p>	<ul style="list-style-type: none"> <li>▪ Develops a reciprocal relationship through sharing experiences, exploring expectations, and clarifying the roles of OLs and BPCs;</li> <li>▪ Recognizes, acknowledges, and builds upon the abilities and contributions of BPCs to nurture a productive relationship;</li> <li>▪ Confidently shares successful and unsuccessful learning experiences to foster the exploration of options and joint problem solving;</li> <li>▪ Clarifies areas of difficulty and identifies where assistance can be obtained in the event of problems;</li> <li>▪ Provides counsel and guidance to BPCs;</li> <li>▪ Acknowledges success of provincial team effort.</li> </ul>
<p>As a role-model, demonstrates the ability to effectively transfer knowledge, skills and values of an evidence-informed chiropractic profession to colleagues.</p>	<ul style="list-style-type: none"> <li>▪ Demonstrates ethical conduct and integrity in professional practice and personal conduct;</li> <li>▪ Presents a professional image;</li> <li>▪ Demonstrates confidence and leadership;</li> <li>▪ Communicates and interacts with <u>everyone</u>;</li> <li>▪ Is a constant learner;</li> <li>▪ Challenges him/herself to get out of his/her comfort zones;</li> <li>▪ Surrounds him/herself with smart people;</li> </ul>

<b>Competency</b>	<b>Behaviours/Performance indicators</b>
	<ul style="list-style-type: none"> <li>▪ Has humility and willingness to admit mistakes;</li> <li>▪ Walks the talk.</li> </ul>
<p>Is able to positively impact and influence others to make changes that can impact positively the chiropractic profession.</p>	<ul style="list-style-type: none"> <li>▪ Establishes his/her credibility by using validated information and data to directly persuade or address a colleague's issues or concerns;</li> <li>▪ Researches or does homework on topics s/he is trying to promote;</li> <li>▪ Develops a line of reasoned argument;</li> <li>▪ Explains the benefits of his/her argument;</li> <li>▪ Gives example of when EIP principles, CPGs and other best practices have been used successfully;</li> <li>▪ Influences colleagues in a considerate manner.</li> <li>▪ Identifies factors that impinge upon the development of an evidence-informed chiropractic profession;</li> <li>▪ Analyses what the issues are and demonstrates comprehension;</li> <li>▪ Alerts colleagues and other stakeholders with concerns related to the issues;</li> <li>▪ Evaluates the values and/or perspectives of those with competing ideas;</li> <li>▪ Develops alliances with individuals and groups working for change towards an evidence-informed chiropractic profession;</li> <li>▪ Lobbies legislators, policy makers and other stakeholders (e.g., insurance companies) and explains the implications of some decisions</li> </ul>

<b>Competency</b>	<b>Behaviours/Performance indicators</b>
	on the chiropractic profession.
Contributes to the advancement of the chiropractic profession.	<ul style="list-style-type: none"> <li data-bbox="557 401 1511 659">▪ Engages in activities that support the development of the chiropractic profession (e.g., makes presentations; participates in local and national conferences, professional committees, and public education of other health care professionals; joins a PBRN);</li> <li data-bbox="557 695 1511 800">▪ Uses opportunities to communicate the role and benefits of chiropractic to enhance individual and community health.</li> </ul>