

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

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

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

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

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

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	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 data-bbox="557 695 1511 800">▪ Uses opportunities to communicate the role and benefits of chiropractic to enhance individual and community health.