

# Core Competencies for Administrators

Competent Administrators conduct their work demonstrating the following attributes:

## 1. Knowledge and Values

- 1.1 understand legal framework, jurisdiction, procedure and subject matter of tribunal.
- 1.2 exhibit professionalism and show commitment to providing high standards of service. (Ethics, accountability, professional responsibility)<sup>1</sup>
- 1.3 maintain an organizational culture that fosters integrity, transparency and accountability for all tribunal processes and proceedings.<sup>2</sup>
- 1.4 are aware of and respect diversity in all forms. Such diversity may be related although not exclusively, to beliefs, gender, race, religious customs, age, disability, mental capacity, sexual orientation, transsexuality, social or economic status, marital or civil partnership status and lifestyles.<sup>3</sup>

## 2. Communication

- 2.1 communicate effectively – use Plain Language (“language readily understood by all”).
- 2.2 make effective use of supporting computing facilities, software and web-based tools.
- 2.3 prepare and publish appropriate tools and references to assist the participants in the tribunal processes.

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<sup>1</sup> Adapted from Tribunal Competencies – Qualities and Abilities in Action – Judicial Studies Board – October 2007 (JSC)

<sup>2</sup> National Association for Court Management – Strengthening Court Professionals – Core Competencies (NACA)

<sup>3</sup> Adapted from JSC

### **3. Administration of Cases**

- 3.1 establish and maintain independence and authority of tribunal and support the impartiality of decision makers.<sup>4</sup>
- 3.2 demonstrate integrity and independence.<sup>5</sup>
- 3.3 understand four principles of duty to be fair and apply them to administration of cases.<sup>6</sup>
- 3.4 facilitate full participation of all parties to ensure fair treatment and just outcome
- 3.5 manage the administration of cases in a manner that enables proper participation by all those present.
- 3.5 deal effectively with case management issues.

### **4. Legislation**

- 4.1 understand, use and apply the tribunal's legislation and other applicable legislation.
- 4.2 assist and facilitate decision makers using the modern method of interpretation to interpret legislation and use the interpretation in case administration.
- 4.3 remind decision makers to logically explain interpretation of legislation, and incorporate in forming conclusions and in other communication.<sup>7</sup>

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<sup>4</sup> JSC

<sup>5</sup> JSC

<sup>6</sup> FOAJ POAJ materials

<sup>7</sup> FOAJ Interpreting Legislation and Investigation materials

## 5. Decision-Making and Decision Writing

- 5.1 encourage and support decisions makers to take an active part in deliberations and decision-making, demonstrating sound judgment.<sup>8</sup>
- 5.2 promote and facilitate use of a structured decision-making process.<sup>9</sup> This includes identifying issues, extracting legal tests from legislation, sorting evidence by test, weighing evidence to find facts on each test, deciding based on facts found on each test and reaching a conclusion.<sup>10</sup>
- 5.3 remind decision makers to explain decision, conclusion or make submission using effective and appropriate communication (plain language).<sup>11</sup>
- 5.4 where required, write the decision to communicate the decision and reasons of the decision makers, including use of relevant competencies of decision makers.
- 5.5 deliver the decision, conclusion, or submission in a timely manner.<sup>12</sup>

## F. Additional Core Competencies for Administrators<sup>13</sup>

### Public Trust and Confidence

Maintains an organizational culture that fosters integrity, transparency and accountability for all court processes and proceedings.

### Purposes and Responsibilities of Tribunal

Ensures that their tribunals are meeting fundamental purposes and responsibilities of the tribunal

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<sup>8</sup> JSC

<sup>9</sup> JSC

<sup>10</sup> FOAJ Decision Making and Decision Writing materials

<sup>11</sup> From JSC

<sup>12</sup> From JSC

<sup>13</sup> This is adapted from National Association for Court Management Core Competencies – Strengthening Court Professionals

### **Caseflow and Workflow**

Ensures the tribunal's work is performed efficiently and to promote the fair and timely resolution of all cases filed.

### **Operations Management**

Develops organizational and management competencies to support functions that need to be maintained on an on-going basis to support tribunal operations.

### **Public Relations**

Communicates with a wide variety of audiences about the tribunal and tribunal processes.

### **Educational Development**

Fosters a culture that embraces education, training, and development and who actively leads decision-maker education.

### **Workforce Management**

Understands the laws, legal rulings, and policies that guide the tribunal's operations but also to be skilled in a number of specific human resource tasks.

### **Ethics**

Upholds the ethical standards demanded of the citizens, but tribunal leaders must also maintain an even higher standard demanded of them as stewards of the decision-making process and the tribunal. Ethics is the expression of a personal commitment to the principles of citizenship and justice.

### **Budget and Fiscal Management**

Accesses adequate funding, resources, and facilities for effective and efficient tribunal operations. Develops complex plans to secure the necessary resources; the administrator must also be able to effectively manage the tribunal's budgets and resources.

## **Accountability and Court Performance**

Accounts to both the judiciary and the public for a well-run tribunal. Managers must be able to both effectively measure and manage performance. Skillful collection and analysis of performance information so managers can demonstrate tribunal is performing well.

## **Leadership**

Creates or manages or implements a tribunal vision resulting in commitment to a common course and preferred future.

## **Strategic Planning**

Develops and promotes a strategic vision for the organization by establishing a strategic course for an organization, communicating that direction to internal and external stakeholders and engaging them to work collaboratively toward achieving the organization's mission.

## **Tribunal governance**

Develops and maintains an effective governance structure for the tribunal. This is to allow tribunal operations to be managed with consistency and predictability.