

# BEHAVIOURAL COMPETENCIES

for Canada's Substance  
Use Workforce v. 2

**PLANNING**  
and **ORGANIZING**



Canadian Centre  
on Substance Use  
and Addiction

Evidence. Engagement. Impact.



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on Substance Use  
and Addiction

All behavioural indicators across proficiency levels are examples only and can be adapted or tailored to meet individual organizational needs and mandates.

For CCSA's competencies, substance use is inclusive of situations where professionals are working with individuals who use or have used substances, are diagnosed with a medically recognized substance use disorder or are experiencing harms as a result of using substances. For more information, please refer to the criteria for substance use disorders in the *Diagnostic and Statistical Manual of Mental Disorders*, 5<sup>th</sup> edition (DSM-5).

For more information on sex- and gender-based analysis (SGBA+), please visit [www.ccsa.ca/sex-and-gender-based-analysis](http://www.ccsa.ca/sex-and-gender-based-analysis)

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## PLANNING AND ORGANIZING

Identify and prioritize tasks, develop and implement plans, evaluate outcomes, and adjust activities to achieve objectives.

### EXAMPLES

1 = Foundational	2 = Developing	3 = Proficient	4 = Advanced
<ol style="list-style-type: none"> <li>Plans and organizes assigned work according to pre-determined standards or procedures</li> <li>Assesses work priorities for self and seeks clarity, as needed</li> <li>Adheres to set timelines</li> <li>Responsibly uses the resources at one's immediate disposal</li> <li>Communicates with supervisor regularly about the status and feasibility of work</li> <li>Uses time and resources efficiently</li> </ol>	<ol style="list-style-type: none"> <li>Balances multiple duties and tasks effectively and efficiently</li> <li>Distinguishes between urgent and non-urgent and important and unimportant tasks</li> <li>Analyzes work and breaks projects into smaller activities to facilitate completion</li> <li>Identifies needed resources and establishes timelines</li> <li>Identifies relevant stakeholders and cultivates relationships, as appropriate</li> <li>Continually plans for effective accomplishment of next steps; anticipates work needs and prioritizes in accordance with the organization's goals</li> <li>Makes needed adjustments to timelines, steps and resource allocation</li> <li>Routinely updates team members, colleagues and supervisor of work status and progress, as required</li> <li>Consistently reflects on activities to ensure they are in line with objectives</li> <li>Evaluates outcomes of activities on a regular basis</li> </ol>	<ol style="list-style-type: none"> <li>Manages a wide range of complex tasks and services effectively and efficiently, using both formal and informal channels to achieve them, as appropriate</li> <li>Identifies the varied resources needed to deliver services (e.g., different types of expenditures and skill mixes), taking into account group members' skills, needs and, if possible, preferences</li> <li>Produces realistic and achievable work plans, accurately assessing scope of work and difficulty of tasks, and establishes priorities for self and others</li> <li>Monitors and evaluates outcomes, activities and use of resources (e.g., people, supplies, money)</li> <li>Develops back-up plans to handle potential obstacles and renegotiates commitments or timelines, as circumstances dictate</li> <li>Updates employees, management and stakeholders regularly on status of work and programs</li> </ol>	<ol style="list-style-type: none"> <li>Plans and organizes at a strategic level, developing business plans for the organization</li> <li>Secures, allocates and coordinates program or project resources in line with strategic direction</li> <li>Ensures systems are in place to capture the information and evidence needed to monitor and evaluate progress, outcomes and use of resources</li> <li>Ensures programs are monitored to track progress, outcomes and optimal use of resources, and that adjustments are made, as needed</li> <li>Determines and communicates objectives, priorities and strategies that provide direction for the organization</li> <li>Ensures outcomes are evaluated</li> <li>Ensures development of disaggregated information and outcomes to monitor impact by gender and diversity</li> <li>Challenges unsound and inefficient organizational policy and practices, and suggests change strategies</li> </ol>