		Date	Appeal N	lumber
		Duto	Арроиги	
COMPETENCY ASSESSMENT FO	R:			
☐ Observation	Review	☐ Panel Member	r □ Par	nel Chair
CONDUCTED BY:				
☐ Tribunal Chair		Vice Chair	□Me	ntor
TO BE COMPLETED BY TRIBUNA	L CHAIR			
Reappoint?			☐ Yes [	□No
Comments				
Assign as Mentor?			☐ Yes [	No
Comments				

#### INTRODUCTION

The Employment and Assistance Appeal Tribunal has engaged in a number of initiatives to strengthen member skills relative to the work performed on behalf of the Tribunal. The Code of Conduct established the rules of conduct governing the professional and ethical responsibilities of Tribunal members based on the fundamental principle of a fair hearing and the requirement of independence in adjudicative decision-making. The Code of Conduct establishes the competencies that would enable members to meet the high service expectations of the public.

The Competency Assessment assists members to analyze skills and abilities and develop learning and development plans based on the competencies identified in the Code of Conduct. This tool will also be used to provide objective information on member competency in order to make recommendations for reappointment.

The Tribunal wishes to acknowledge the contribution of its members in developing both the Code of Conduct and the Competency Assessment, as well as acknowledging both the Justice Studies Board for its outstanding work in developing a competency framework for members of administrative tribunals and the work done by the Property Assessment Review Board in this area.

#### **EVALUATION FRAMEWORK**

The Competency Assessment is based on five core elements:

- 1. Legislation and Practices and Procedures
- 2. Conduct of Hearing
- 3. Evidence
- 4. Decision Making
- 5. Decision Writing

These sections are laid out sequentially to the hearing process to make for easier observation by the member assisting with the review. The only exception to a member performing the review is Competency #5: Decision Writing. This section will be completed by the Tribunal Chair for panel chairs. Each core element lists a number of competencies. A competency can be defined as a learned skill which can be accessed through observation of performance. Each competency has one or more performance indicators – specific actions that can be observed as evidence that the competence is demonstrated. While some competencies are expected to be demonstrated by both panel chairs and panel members, others are expected to be demonstrated by the panel chair only and this division is clearly indicated. As well, not all competencies or performance indicators may be demonstrated or observed in every hearing.

#### **USE OF THE COMPETENCY ASSESSMENT**

This tool can be used by members as a self-evaluative tool to identify competencies and where skills would be enhanced by additional learning. This tool will also be used to provide objective information on member competency for reappointments and, on request, for references.

#### A SELF-EVALUATIVE TOOL

The framework essentially provides a tool for continual learning and development. It will enable members to better understand the requirements of panel members and panel chairs; it makes those expectations clear and transparent. Members can review the competencies and performance indicators to assess their own level of learning. As well, members can ask another panel member prior to a hearing if they would be willing to provide informal feedback on their performance. The objective is to enhance members' skills and knowledge.

Feedback could occur either in person after the panel makes a determination or later, by telephone.

#### PROVIDING INFORMAL FEEDBACK

The member requesting feedback on performance controls the process. The member reviews the competencies and the relevant performance indicators and reflects on his or her level of skill. The observing member may then share his or her observations. If the member determines s/he requires some training or coaching in a specific competency, s/he is to complete the Learning and Development Action Plan and submit it to the Tribunal Chair who will determine how to address this request.

#### PROVISION OF OBJECTIVE CRITERIA FOR REAPPOINTMENT

Each member will have the opportunity to demonstrate their skill level with the various competencies prior to reappointment. The observer will be either a mentor or the Tribunal Chair. The Competency Assessment provides objective information on which to base recommendations for reappointment. It would also be valuable for members who wish to work for other administrative bodies as well as providing a solid basis for recommendations for other types of work. A determination will be made by the observer for each performance indicator within a competency as to whether further training would be of benefit to the member, whether the member is performing adequately, or whether the member demonstrates a high level of competence and is able to mentor other members. When a panel chair is being observed, the observer will inform the appropriate Appeal Coordinator of the necessity of completing Competency #5: Decision Writing – Panel Chair – for that specific appeal. The Appeal Coordinator will then provide the Tribunal Chair with a copy of the decision for this purpose. Where the Competency Assessment is used to demonstrate member competency for reappointment or reference purposes, a completed copy is to be sent to the Appeal Panel Administrator who will place a copy on the member's record and provide the member with a copy on request.

#### **MENTORS**

Mentors are members who have been determined to be competent to mentor other members and have agreed to act in this capacity. Mentors may provide coaching to other members, may assist first time panel chairs, and may act as observers to assist members using the Competency Assessment.

#### COMPLETION FOR REAPPOINTMENT OR FOR REFERENCE PURPOSES

Members who wish to have a record for reappointment or reference purposes are to contact the Tribunal and request assistance with completing the Competency Assessment. For reappointment purposes, a member is to contact the Tribunal for assistance one year prior to the expiry of his or her term of appointment.

COMPETENCY 1 – LEGISLATION AND PRACTICES  AND PROCEDURES		Appeal	Number
Knowledge of relevant legislation and Tribunal practices and procedures			
PANEL MEMBERS AND PANEL CHAIRS	Does not meet		Mentor Exceeds expectations and can coach others
Understands the Tribunal's legislated jurisdiction			
Can accurately describe the Tribunal's jurisdiction and the panel's jurisdiction	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Can accurately describe the procedures the panel would follow in the course of a hearing	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			
Understands the applicable legislation			
Accurately describes the basis of admissibility of evidence	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Accurately describes the issue under review	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			
Applies the applicable legislation			
Member's copy of the legislation is updated and current	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Applies the applicable legislation to the issue under review	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			

COMPETENCY 1 – LEGISLATION AND PRACTICES  AND PROCEDURES		Appeal	Number	
Knowledge of relevant legislation and Tribunal practices and procedures				
PANEL MEMBERS AND PANEL CHAIRS	Does not meet expectations Requires training		Mentor Exceeds expectations and can coach others	
Protects privacy				
Ensures personal notes regarding the appeal are returned to the Tribunal or destroyed	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Ensures electronic copies of appeal records containing identifying information are deleted on completion of appeal	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Obligations to the Tribunal				
Aware of obligation to inform the Tribunal Chair of matters that could have an adverse impact on the public perception of the Tribunal	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Inform Tribunal Chair of actual or potential conflict of interest with respect to the performance of duties for the Tribunal	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
• Comments				

COMPETENCY 1 – LEGISLATION AND PRACTICES  AND PROCEDURES		Appeal	Number
Knowledge of relevant legislation and Tribunal practices	and procedures		
PANEL MEMBERS AND PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others
Possesses a detailed knowledge of the Tribunal's practic	es and procedure	s	
In conducting the hearing, properly applies the Tribunal's practical and the property applies are the property applies and the property applies are the property applies ar	ctices and procedu	res, including thos	e relating to:
Adjournments	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Safety concerns	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Apprehension of bias	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Release of Information	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Obtains advice or information from appropriate sources when required	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Possesses a detailed knowledge and understanding of the Tribunal practices and procedures and guidelines	ne legislation, leg	al jurisdiction,	
Directs hearing activities based on this knowledge	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Obtains advice from appropriate sources when required	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			

COMPETENCY 2 – CONDUCT OF HEARING		Appeal	Number	
Conducts hearing in a courteous, timely and respectful manner, consistent with the Tribunal Code of Conduct				
PANEL MEMBERS AND PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others	
Fully prepares for the hearing				
• Is punctual	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Has read the appeal record	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Discloses any potential conflict of interest	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	

COMPETENCY 2 – CONDUCT OF HEARING		Appeal	Number
Conducts hearing in a courteous, timely and respectful manner, consistent with the Tribunal Code of Conduct			
PANEL MEMBERS AND PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others
Communicates effectively			
Ensures each party has an equal opportunity to present their case without unnecessary interruption	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Avoids asking non-relevant and repetitive questions	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Focuses on subject matter of the hearing	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Asks clear, concise and relevant questions which are understood by those to whom they are addressed	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Employs active listening skills, e.g., is attentive, uses open and closed questions	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Shows courtesy and respect to all parties through their demeanour, behaviour and language	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Avoids casual, social or private conversations with the parties so as not to create an impression of bias	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Does not communicate directly or indirectly with any party to the proceeding except in the presence of all parties and their representatives	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Does not become an advocate for any party	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			

COMPETENCY 2 – CONDUCT OF HEARING		Appeal	Number	
Conducts hearing in a courteous, timely and respectful manner, consistent with the Tribunal Code of Conduct				
PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others	
Conducts hearing effectively				
<ul> <li>Monitors questions, intervening only if questions are not asked in a reasonable manner or to limit non-relevant or repetitive questions</li> </ul>	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Maintains control of the hearing	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Takes effective steps, where appropriate, to deal with parties who are angry, frightened or distraught	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Constructively resolves conflict between members in private, not in the presence of the parties	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Communicates effectively				
Starts hearing by explaining procedures and relevant procedural issues in plain language and confirms comprehension	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Ensures effective communication between the panel members and parties	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Ensures opportunities to provide comment are equally balanced	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
• Comments				

COMPETENCY 3 – EVIDENCE		Appeal	Number	
To ensure that all relevant issues are addressed by eliciting and managing evidence				
PANEL MEMBERS AND PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others	
Undertakes necessary preparatory work				
Identifies the areas requiring clarification	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
• Comments				
Asks questions concerning material issues				
Asks questions so as to elicit evidence relevant to the issues	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
• Comments				
Identifies new relevant evidence				
Identifies new oral or documentary evidence	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Determines admissibility of new evidence and states why it is admissible or not	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Where there is a dispute on the evidence, makes findings of fact and explains why that evidence was relied upon over other evidence	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
• Comments				

COMPETENCY 4 – DECISION MAKING		Appeal	Number	
Decision making to ensure effective deliberation and structured decision making				
PANEL MEMBERS AND PANEL CHAIRS	Does not meet expectations Requires training  Adequate Meets expectations		Mentor Exceeds expectations and can coach others	
Keeps an open mind				
Does not come to any final judgement, conclusion or decision on an issue until all the evidence has been submitted and arguments concluded	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Considers opinions and advice of other panel members before making a decision	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Takes an active part in deliberations and decision-making	<b>g</b> 	I		
<ul> <li>Appropriately participates in the decision-making process by making findings of fact and a reasoned decision based on the relevant legislation</li> </ul>	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Expresses opinions relevant to the issues	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
• Comments				

COMPETENCY 4 – DECISION MAKING		Appeal	Number
Decision making to ensure effective deliberation and structured decision making			
PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others
Involves members in decision making-process	•		
Summarizes the issues and, if necessary, reminds the panel of the evidence and relevant legislation	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Facilitates discussion between panel members regarding the disposition of the case	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Ensures there is opportunity for full discussion and encourages each member to express an opinion on the issues to be decided	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Establishes a structured decision making-process			
Leads deliberations in a logical progression through the decision template	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Ensures that proper consideration is given to the reasoning of all members when there is a disagreement on any finding of fact, issue or decision	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Ensures that a clear and final decision is reached by the majority of the panel members	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			

COMPETENCY 5 – DECISION WRITING		Appeal	Number
Provides clear, concise and well written decisions			
PANEL MEMBERS AND PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others
Participates in the decision writing process			
Assists with completing the Tribunal Decision according to Tribunal guidelines and EAR s.87	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Identifies the relevant legislation	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Assists to identify a clear set of relevant finding of facts drawn from the evidence	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Assists with providing clear and understandable reasoning that leads to a logical conclusion on each issue	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Ensures decision of the panel is the decision of the majority	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Provide reasons for dissent to the panel chair within 48 hours of the hearing; where the panel chair is dissenting, panel members must write the reasons for the majority decision and provide them to the panel chair within 48 hours of the hearing; the dissent will be provided to panel members within 48 hours also	□ Yes □ No	☐ Yes ☐ No	☐ Yes ☐ No
The dissenting member must identify him/herself	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Reviews and approves the final facts and reasons within 24 hours of receipt	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
If retaining appeal documents for the purpose of writing a decision, is responsible for returning the documents to the Tribunal within 5 business days of a determination	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			

COMPETENCY 5 – DECISION WRITING		Appeal	Number
Provides clear, concise and well written decisions			
PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others
Ensures the Tribunal Decision is completed correctly and and EAR s.87	l in accordance w	rith Tribunal guide	elines
Ensures accuracy of Parts A & B	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Summarizes reconsideration decision, stating the date and the ministry's reason(s)	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Cites the relevant legislation	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Ensures 'Summary of Facts' notes procedural matters, summarizes evidence, deals with new evidence, makes findings of fact as required	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Ensures 'Reasons' states issue, considers the parties' positions, relevant legislation and facts supporting the panel's determination of the reasonableness of the ministry's decision; confirms or rescinds accordingly	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Uses plain, direct and concise language	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
• Comments			

COMPETENCY 5 – DECISION WRITING		Appeal Number		
Provides clear, concise and well written decisions				
PANEL CHAIRS	Does not meet expectations Requires training	Adequate Meets expectations	Mentor Exceeds expectations and can coach others	
Facilitates completion of the decision				
Obtains panel signatures or authorizations	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Liaises with decision reviewer to ensure sufficiency of decision	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Returns all documents within 5 business days of a determination of the panel unless an extension is granted by the Tribunal Chair	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
Protects Privacy				
Does not include identifying information in the decision or when emailing drafts for review	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	
• Comments				

LEARNING AND DEVELOPMENT ACTION PLAN				
THIS SECTION OF THE EVALUATION WILL BE COMPLETED BY TRIBUNAL CHAIR				
Member Name				
Location	Date			
COMPETENCY ASSESSMENT REQUEST				
Identify key learning priorities noting the specific competency that you are seeking to enhance.				
Comments on course of action:				
Tribunal Chair's Signature	Date			