



**CENTRE FOR EDUCATION AND WORK**

**Candidate's Self-Assessment**



## **Cert- Work**

### **Work-Based Managerial Certification Candidate's Self-Assessment**

This self-assessment is based on the detailed set of Standards designed for the CertWork program. The Work-based Standards for the position of Manager (Manufacturing) were developed by the Centre for Education and Work in partnership with the Canadian Manufacturers and Exporters (Manitoba Division). The Standards were created in response to a defined need by companies who seek to grow their managerial workforce from within, and are a comprehensive descriptive analysis of the work skills required by managers in a manufacturing environment.

CertWork assesses a candidate's managerial knowledge and skills against the Standards. Individuals can determine their readiness for assessment by completing this brief self-assessment. The self-assessment will identify areas of strength and those requiring improvement in an individual's skill set.

To complete the self-assessment, review each statement for Standards 1 – 17, and check the description that best describes your level of experience.

To access the detailed CertWork Standards, please go to the CertWork website:

We would like to acknowledge and thank the following organizations for their contribution in the development and validation of the CertWork Standards

**Boeing  
Bituminex Paving  
Standard Aero  
Arne's Welding  
Cascades Boxboard Inc.  
Prolific Graphics  
Canadian Supply Chain  
Sector Council**

**The Alliance of Sector Councils  
CSTEC - Essential Skills  
Strategy Project  
University of Winnipeg  
Winnipeg Technical College  
Manitoba Aerospace Human  
Resources Consortium**

*Funding for the development of the Work-based Managerial Standards  
was provided by the Government of Canada Foreign  
Credentials Recognition Branch.*

## **Standard #1**

### **Oversee operations**

#### **Implement the operations of a manufacturing organization**

*I should be able to: organize operations; direct operations; control operation; analyze operations; evaluate operations.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Implement changes to machinery and equipment**

*I should be able to: assess inventory; recommend major capital purchases.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Implement changes to production systems**

*I should be able to: provide a rationale for the change; assess organizational risk; Implement change.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Plan the workforce**

*I should be able to analyze staffing requirements.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #2**

### **Meet production targets**

#### **Meet production quotas**

*I should be able to: analyze data; identify targets; develop strategy; meet targets; compare results.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Improve productivity**

*I should be able to: analyze demand; recommend efficiencies; monitor production and inventory levels; determine corrections.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Implement efficiencies**

*I should be able to: recommend operational changes; recommend cost efficiencies.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #3**

### **Develop work schedules and reports**

#### **Create reports**

*I should be able to: collect and analyze data; develop production reporting procedure; complete accident reports; report on costing.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Develop and maintain schedules**

*I should be able to: estimate time required for completion of work; develop a back-up plan; know all of the work operations; know capability of crews and equipment; know whether permits are ready; develop equipment use and maintenance schedules; attend meetings at job sites*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Revise and update schedules**

*I should be able to: make daily changes; reassign staff; re-prioritize teams.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #4**

### **Make decisions and evaluate the effects**

#### **Problem Solve**

*I should be able to: analyze problems; identify solutions; make decisions; ensure safety.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Recommend corrective action**

*I should be able to: show how the problem affects production issues; identify alternative corrective actions.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Assess the effect of the decision**

*I should be able to: discuss options to resolving the problem; determine whether the report should proceed to senior, management; set policy.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #5**

### **Demonstrate communication and interpersonal skills.**

#### **Facilitate open communication**

*I should be able to: encourage questioning; engage employees; resolve conflicts; manage team meetings.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Communicate within the department**

*I should be able to: communicate procedures; use presentation skills; explain jobs and job tasks.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Communicate outside the department**

*I should be able to: coordinate with other departments; meet with other teams; communicate outside the plant.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #6**

### **Develop a culture of safety.**

#### **Ensure adherence to safety regulations**

*I should be able to: know relevant safety legislation; identify Safety Committee rules.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Develop safety measures**

*I should be able to: enforce policies and procedures for safety and production standards; provide WHMIS training; ensure staff follow safety regulations; conduct machine safety audits; understand equipment safety; identify the safety issues of a machine.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Improve quality control**

*I should be able to: investigate safety concerns; recommend changes to operating procedures to address safety concerns.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Manage risk**

*I should be able to investigate accidents and identify causes.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #7**

### **Provide leadership**

#### **Communicate company values**

*I should be able to: help develop the company vision; explain the vision to employees.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Provide direction**

*I should be able to: share process information; set goals; prioritize decisions.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Model behaviours**

*I should be able to: mentor; delegate; motivate; model.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Motivate and support**

*I should be able to: support staff; recognize employee stress; keep people interested in the work.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Help employees understand the big picture**

*I should be able to: explain jobs and processes; link departmental systems to the company vision; link individual's work to the work of others; clarify schedules; help individuals develop their assessment and evaluation skills.*

- I have extensive experience
- I have limited experience
- I have no experience

**My Evidence and Examples for this Standard:**

## **Standard #8**

### **Manage staff resources**

#### **Monitor employee performance**

*I should be able to assign and monitor work.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Know legislation, policies, procedures, codes**

**I should be able to:** follow employment standards; follow policies and procedures; be consistent in policy application; handle grievance procedures; implement dismissal process if required  
Be direct in discussing issues.

- I have extensive experience
- I have limited experience
- I have no experience

#### **Provide constructive feedback**

*I should be able to: conduct performance reviews; acknowledge accomplishments; address issues as they happen; provide clear objectives for employees; set work goals.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Accommodate cultural differences**

*I should be able to: treat everybody appropriately; coach to develop workplace cultural fit; use team building strategies.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #9**

### **Manage the departmental budget**

#### **Establish the budget**

*I should be able to: forecast budget needs; conduct a cost analysis; get information about sales inventory and production; align costs to projected numbers and inventory; work toward goals; determine indirect costs.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Establish financial controls**

*I should be able to: authorize expenditures; manage risk; interpret financial reports; compare financial reports to assessed costs.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Manage the budget**

*I should be able to: justify expenditures; estimate projections; analyze actuals and variances; report on expenditures.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #10**

### **Oversee personnel planning and hiring**

#### **Approve personnel planning**

*I should be able to: determine staffing requirements; help develop job descriptions; succession plan for the department.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Hire personnel**

I should be able to: interview prospective employees; recruit prospective employees;

- I have extensive experience
- I have limited experience
- I have no experience

#### **Orient staff**

*I should be able to: develop and participate in orientation; communicate organization's policies and practices.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #11**

### **Allocate material, human and financial resources**

#### **Determine the adequacy of personnel, equipment and technologies**

*I should be able to: determine employees' experience with equipment; assess how effectively the equipment can do the job; evaluate the efficiency of product sites; introduce new technology.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Make changes to processes**

*I should be able to: introduce current strategies into processes; e.g. lean manufacturing.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Upgrade Equipment**

*I should be able to: assess equipment needs; recommend replacement; replace and upgrade equipment.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Provide training**

*I should be able to: assess skills; identify training requirements; establish career development plan; organize or deliver training; monitor training plan.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #12**

### **Train or oversee staff training needs**

#### **Determine employee learning plans**

*I should be able to: set learning goals; keep professionally current; promote training in anticipation of company needs and directions.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Recognize formal and informal learning**

*I should be able to: train employees informally and formally; mentor staff.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Initiate learning opportunities**

*I should be able to: assess training needs; assess training benefits; recommend training programs; train employees in-house; cross train workers; establish formal training in specialty areas.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #13**

### **Interpret, set and monitor manufacturing quality standards**

#### **Implement quality controls**

*I should be able to ensure compliance with standards*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Direct quality inspection standards**

*I should be able to: recommend continuous improvement; focus on quality.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Improve quality**

**I should be able to:** recommend continuous improvement; focus on quality.

- I have extensive experience
- I have limited experience
- I have no experience

#### **My Evidence and Examples for this Standard:**

## **Standard #14**

### **Use technology and equipment.**

#### **Be familiar with equipment operation**

*I should be able to: use internet, email, voice mail, office equipment; use computer programs; manage production data; be aware of continuous improvement; introduce new technologies into the department.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **My Evidence and Examples for this Standard:**

## **Standard #15**

### **Support the development of the Essential Skills**

#### **Be familiar Essential Skills**

I should be able to:

Use the following Essential Skills:

1. Reading
2. Document Use
3. Numeracy
4. Writing
5. Oral Communication
6. Working with Others
7. Thinking
8. Computer Use
9. Continuous Learning

- I have extensive experience
- I have limited experience
- I have no experience

**My Evidence and Examples for this Standard:**

## **Standard #16**

### **Maintain professional currency**

#### **Develop career path**

*I should be able to: initiate personal development; attend conferences; attend training; learn through self-study.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Investigate new technologies**

*I should be able to incorporate new technologies into work processes.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Investigate management developments**

*I should be able to: learn new management styles; fit management styles within organization; adapt strategies to new situations.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Continuously learn**

*I should be able to: read trade journals; conduct research; demonstrate learning strategies and skills; evaluate new learning; apply learning.*

- I have extensive experience
- I have limited experience
- I have no experience

### **My Evidence and Examples for this Standard:**

## **Standard #17**

### **Oversee purchasing**

#### **Create purchasing criteria**

*I should be able to: review and process claims; identify those involved in selecting major purchase items.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Control purchasing budgets**

*I should be able to: approve purchases and expenditures; review quotes; ensure quotes are within the budget.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **Evaluate cost and quality of goods and services purchased**

*I should be able to: participate in the development of specifications for equipment, products or materials.*

- I have extensive experience
- I have limited experience
- I have no experience

#### **My Evidence and Examples for this Standard:**

## List of Standards

The Manager (Manufacturing) will:

### Level One:

1. Oversee the operations of a manufacturing organization
2. Develop and implement plans to use materials, labour and equipment to meet production targets
3. Develop schedules for completion of work and prepare reports for upper management
4. Make decisions and evaluate the effect of the decisions made
5. Demonstrate effective communication and interpersonal skills
6. Develop a culture of safety
7. Provide leadership
8. Monitor and manage staff resources

### Level Two:

9. Plan and manage the departmental budget
10. Oversee personnel planning and hiring
11. Allocate material, human and financial resources to implement company policies and programs
12. Train or oversee training needs of staff
13. Interpret, set and monitor manufacturing quality standards
14. Use office and departmental technology and equipment
15. Use and support the development of the Essential Skills in all aspects of their own and employees' work

### Level Three:

16. Maintain currency in his or her professional field
17. Oversee purchasing activities



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