

DACUM Skill Rating Scale

- 1 - Can perform some parts of this skill satisfactorily but requires assistance and/or supervision to perform the entire skill.
- 2 - Can perform this skill satisfactorily but requires periodic assistance and/or supervision.

- 3 - Can perform this skill competently without assistance or supervision.
- 4 - Can perform this skill competently with more than acceptable speed and/or quality and can teach the skill to others.

<p>MANAGE HUMAN RESOURCES A</p>

Build teams and morale A1	Manage conflict A2	Resolve conflict A3	Develop HR policies A4	Develop job descriptions A5	Follow HR policies A6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Follow workplace safety practices and procedures A7	Develop staff and volunteers A8	Evaluate performance A9	Recruit staff and volunteers A10	Work within a Board Governance system A11	Orient staff (volunteers) and board members A12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Motivate staff and volunteers A13					
1 2 3 4					

**PLAN AND
EVALUATE
B**

Plan collaboratively B1	Participate in organizational reflection B2	Develop outcomes B3	Assess outcomes (program, social, relationship, organization) B4	Plan events B5	Develop community plans B6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Develop strategic plans B7	Develop work plans B8	Identify and coordinate with other initiatives B9	Use and adapt a variety of community engagement methods / tools B10	Use and adapt needs assessment methods / tools B11	Use and adapt evaluation methods / tools B12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use and adapt participatory evaluation methods / tools B13	Use and adapt monitoring / record keeping methods / tools B14	Use and adapt reporting methods / tools appropriate to audience B15	Identify trends B16	Use research findings B17	Research promising practices B18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Locate complementary research (population health, healthy communities) B19					
1 2 3 4					

**DEMONSTRATE
ADMINISTRATION
SKILLS
C**

Identify resources within the community	Organize identified resources	Manage referrals and requests	Disseminate resource information	Manage committees (minutes, agenda, background)	Maintain statistics
C1	C2	C3	C4	C5	C6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Develop record keeping systems	Implement record keeping systems	Comply with internal policies and guidelines	Comply with regulatory guidelines (PIPEDA, PHIA, FIPPA, CRA)	Create schedules	Track budget
C7	C8	C9	C10	C11	C12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Follow financial policies	Prepare financial reports				
C13	C14				
1 2 3 4	1 2 3 4				

**DEMONSTRATE
COMMUNICATION
SKILLS
D**

Communicate across cultures and sectors	Listen actively	Write clearly and precisely	Interpret non-verbal communication	Use plain language	Facilitate small and large groups
D1	D2	D3	D4	D5	D6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate presentation skills	Use appropriate methods and tools for communication	Demonstrate confidence	Ask clarifying questions	Give and take feedback	Engage media
D7	D8	D9	D10	D11	D12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Develop marketing materials	Demonstrate public relations skills				
D13	D14				
1 2 3 4	1 2 3 4				

APPLY COMMUNITY DEVELOPMENT PHILOSOPHIES
E

Use a CD / CED lens E1	Create a collaborative environment E2	Create a participatory environment E3	Engage community E4	Work within anti-oppression framework E5	Demonstrate patience E6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Identify issues and opportunities E7	Maintain relationships with stakeholders E8	Maintain transparency E9	Build and maintain networks / social capital E10	Plan for sustainability E11	Work within the current policy environment E12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Interpret CD / CED theories and models in a variety of contexts E13	Practice social and economic justice E14	Apply concepts of equity E15	Reduce barriers to social inclusion and belonging E16	Recommend / shape public policy E17	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	

DEMONSTRATE MANAGEMENT SKILLS
F

Manage programs F1	Develop organizational policies F2	Negotiate F3	Manage cash flow F4	Implement plans F5	Delegate tasks and responsibilities F6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Construct financial policies F7	Construct a budget F8	Manage financial resources F9	Plan meetings F10	Facilitate meetings F11	Allocate resources F12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Report within the organization F13	Work within a variety of community organizational structures F14	Apply various CD / CED theories and models in a variety of contexts F15			
1 2 3 4	1 2 3 4	1 2 3 4			

GENERATE REVENUE
(GRANTS, BUSINESS,
FUNDRAISING)
G

Identify funding sources				Write proposals				Develop a business plan				Solicit donations / gifts in kind				Maintain funder / donator relations				Report to funders			
G1				G2				G3				G4				G5				G6			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Negotiate financing				Maintain customer relations																			
G7				G8																			
1	2	3	4	1	2	3	4																

DEMONSTRATE
PERSONAL
MANAGEMENT
SKILLS
H

Use interpersonal skills	Work within a team	Work independently	Demonstrate a level of comfort in a variety of circumstances	Acknowledge and respect differences / diversity	Demonstrate self-awareness in a social / historical context
H1	H2	H3	H4	H5	H6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate ability to self reflect	Demonstrate openness	Work in hierarchical and non-hierarchical environments	Take initiative	Think critically	Set priorities
H7	H8	H9	H10	H11	H12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage time (multi-task)	Adapt to change	Demonstrate self-care	Demonstrate flexibility	Solve problems	Demonstrate assertiveness
H13	H14	H15	H16	H17	H18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Respect confidentiality	Exercise due diligence	Coordinate own work with work of others	Demonstrate personal commitment / values	Demonstrate resourcefulness	Participate in professional development / life long learning
H19	H20	H21	H22	H23	H24
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Keep current (trends, changes)	Participate in professional organizations	Maintain peer relationships			
H25	H26	H27			
1 2 3 4	1 2 3 4	1 2 3 4			

USE TECHNOLOGY
I

Use a keyboard with accuracy	Use word processing software	Use spreadsheet software	Use presentation software	Use email software	Develop a website
I1	I2	I3	I4	I5	I6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Maintain website content	Use e-publishing software	Set up media equipment	Create and maintain a database	Create and maintain contact lists	Engage community using social networking
I7	I8	I9	I10	I11	I12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Adapt to new technology	Use office equipment	Apply troubleshooting skills	Maximize technology	Use organization specific software	Use image capture technology
I13	I14	I15	I16	I17	I18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

ACT AS A CATALYST
TO MOBILIZE
COMMUNITIES AND
BUILD CAPACITY
J

Share power	Foster relationships	Advocate for policy initiatives	Advocate with groups and individuals	Support other CD / CED organizations	Mentor others and be mentored
J1	J2	J3	J4	J5	J6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Develop strategic partnerships and alliances	Apply principles of adult education	Map assets	Develop leadership	Act on opportunities	
J7	J8	J9	J10	J11	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	