

**Competency framework for  
agency executive officer**

*Professional competencies  
evaluated by the OACIQ*



## **Competency framework for agency executive officer**

The competency Framework is a guide to help future agency executive officers understand what competencies must be developed and mastered in order to act ethically and responsibly in their brokerage practice.

Five competencies make up the competency framework for agency executive officer:

- Managing a real estate or mortgage brokerage agency
- Managing the agency in a way that allows it to fulfil its real estate and mortgage brokerage obligations and responsibilities
- Supervising the professional activities of the agency's brokers and administrative personnel
- Advising and assisting brokers in order to foster their professional development
- Collaborating as agency executive officer and ensuring broker collaboration with the various partners

Each competency of the framework was developed after an analysis of professional situations, followed by a validation process with the sector's practitioners and professionals to ensure that the framework corresponds to reality while meeting the requirements of the profession.

A professional situation represents the responsibility incumbent on the agency executive officer in the course of his/her professional duties. These professional situations give rise to professional actions that must be implemented to ensure the fulfillment of such responsibilities.

Finally, these professional actions necessitate mastery of professional resources. These resources are primarily the knowledge that the candidate must master in order to act professionally and effectively.

The OACIQ's new examination was designed based on this competency framework.

The development process of the competency framework for agency executive officer was patterned on the model proposed by Mr. Jacques Tardif, Professor at the Université de Sherbrooke.



















## Competency framework for agency executive officer

CORE COMPETENCY	PROFESSIONAL SITUATION	PROFESSIONAL ACTIONS	RESSOURCES
4 Advising and assisting brokers in order to foster their professional development	4.1 Helping beginner brokers get started in the profession	4.1.1 Informing new brokers about the ins and outs of the profession 4.1.2 Implementing an orientation and training plan for beginner brokers 4.1.3 Helping beginner brokers adopt proper behaviours towards clients and other brokers 4.1.4 Ensuring regular follow-on the professional development of beginner brokers	<ul style="list-style-type: none"> <li>• Application of mentoring and apprenticeship principles</li> <li>• Application of internal procedures</li> <li>• Use of meeting scenarios or simulations with beginner brokers</li> </ul>
	4.2 Coaching brokers to help them develop and update their professional skills	4.2.1 Proposing or supporting measures to increase or update brokers' professional skills 4.2.2 Setting up and implementing a customized training plan 4.2.3 Mobilizing and motivating brokers individually and as a group 4.2.4 Making specialized documentary resources available 4.2.5 Organizing periodic team meetings and activities 4.2.6 Encouraging expertise sharing and transfer between the agency's brokers 4.2.7 Updating own knowledge of real estate or mortgage brokerage	<ul style="list-style-type: none"> <li>• Application of leadership principles</li> <li>• Application of motivation techniques</li> <li>• Consultation of documentation produced by the OACIQ and the tools available on <i>Synbad</i></li> <li>• Recourse to OACIQ Continuing Education Department</li> <li>• Keeping up to date on specialized training available</li> <li>• Keeping up to date on seminars available</li> <li>• Application of appropriate management styles</li> <li>• Use of meeting and group facilitation techniques</li> </ul>

## Competency framework for agency executive officer

CORE COMPETENCY	PROFESSIONAL SITUATION	PROFESSIONAL ACTIONS	RESSOURCES
	4.3 Helping brokers be in business	4.3.1 Helping brokers set and achieve objectives 4.3.2 Providing tools to brokers by suggesting business strategies 4.3.3 Providing tools to brokers by suggesting work methods and technological aids 4.3.4 Helping brokers show initiative 4.3.5 Helping brokers develop their entrepreneurship 4.3.6 Advising and encouraging brokers facing difficulties 4.3.7 Adding brokers to own network of contacts 4.3.8 Being available and listening to brokers	<ul style="list-style-type: none"> <li>• Use of various time management tools</li> <li>• Knowledge of tax rules applicable to brokers (GST, QST, income tax, autonomous worker status)</li> <li>• Use of active listening skills techniques</li> </ul>
	4.4 Advising brokers in the various steps of a real estate or mortgage transaction	4.4.1 Helping brokers gain an accurate and in-depth understanding of the details of a real estate or mortgage transaction 4.4.2 Making verifications or searches on specific subjects on behalf of brokers 4.4.3 Consult available resources to answer brokers' questions 4.4.4 Supporting brokers facing difficulties or problems during a transaction 4.4.5 Helping brokers prevent problems or the risk of legal action	<ul style="list-style-type: none"> <li>• Knowledge of the fields of expertise of the various professionals involved in a real estate or mortgage transaction: lawyer, accountant, notary, land surveyor, evaluator, tax expert, financial planner, building inspector, mortgage lender, funder, etc.</li> <li>• Consultation of publications and websites on real estate or mortgage brokerage and applicable regulations</li> <li>• Knowledge of role and limits of new products or services (title insurance, etc.)</li> </ul>

## Competency framework for agency executive officer

CORE COMPETENCY	PROFESSIONAL SITUATION	PROFESSIONAL ACTIONS	RESSOURCES
5 Collaborating as agency executive officer and ensuring broker collaboration with the various partners	5.1 Collaborating as agency executive officer and ensuring the collaboration of own brokers with other agencies or brokers	5.1.1 Implementing partnership agreements concluded with other agencies 5.1.2 Ensuring that brokers and the agency share all relevant information and documentation in order to bring real estate or mortgage transaction to fruition 5.1.3 Ensuring that the information shared by the agency and its brokers is accurate and according to standards 5.1.4 Verifying that brokers give fair treatment to promises to purchase from clients of other brokers and competitors 5.1.5 Ensuring that brokers use fair competition and solicitation practices 5.1.6 Verifying that brokers fulfil their obligations regarding collaboration 5.1.7 Being available to other agency executive officers or brokers from other agencies as needed	<ul style="list-style-type: none"> <li>• Knowledge of agency obligations with regards to the <i>Regulation respecting brokerage requirements, professional conduct of brokers and advertising</i></li> <li>• Use of land register and register of enterprises</li> <li>• Knowledge of the characteristics of valid documents, original documents</li> <li>• Use of networking techniques</li> <li>• Use of telecommunication technologies and tools</li> <li>• Knowledge of priority management principles</li> </ul>
	5.2 Collaborating as agency executive officer and ensuring broker collaboration with clients	5.2.1 Ensuring that clients have access to the agency's services in a timely manner 5.2.2 Verifying that brokers fulfil their obligations regarding collaboration with clients 5.2.3 Implementing the appropriate procedures when a broker leaves the agency 5.2.4 Being available for clients 5.2.5 Developing and implementing a complaints processing process that protects clients' rights and interests	<ul style="list-style-type: none"> <li>• Application of customer service principles</li> <li>• Consultation of documentation produced by the OACIQ</li> <li>• Use of telecommunication technologies and tools</li> <li>• Knowledge of priority management principles</li> </ul>

## Competency framework for agency executive officer

CORE COMPETENCY	PROFESSIONAL SITUATION	PROFESSIONAL ACTIONS	RESSOURCES
	5.3 Collaborating as agency executive officer and ensuring broker collaboration with regulatory authorities	<p>5.3.1 Forwarding information issued by regulatory authorities to brokers</p> <p>5.3.2 Promptly providing, or ensuring that brokers provide, all information and documents required by regulatory authorities, including for an inspections, investigations, etc.</p> <p>5.3.3 Preparing adequately for an inspection of the agency</p> <p>5.3.4 Following up, or ensuring that brokers follow up, on requests, recommendations and commitments from the Syndic, the Assistance Service and the Inspection Department</p> <p>5.3.5 Reporting to regulatory authorities any practice that fails to comply with laws and regulations</p> <p>5.3.6 Knowing the mission and role of regulatory authorities in the field of real estate or mortgage brokerage</p>	<ul style="list-style-type: none"> <li>• Consultation of documentation produced by the OACIQ</li> <li>• Application of real estate boards rules</li> <li>• Application of credit bureau rules</li> <li>• Application of FINTRAC rules</li> <li>• Consultation of websites of regulatory authorities</li> </ul>
	5.4 Collaborating as agency executive officer and ensuring broker collaboration with other partners or professionals	<p>5.4.1 Implementing partnership agreements concluded with other professionals</p> <p>5.4.2 Informing brokers of the business partners at their disposal</p> <p>5.4.3 Recommending that brokers refer their clients to other qualified professionals or recognized experts when necessary in order to protect their interests</p> <p>5.4.4 Verifying that brokers abide by the rules pertaining to referrals</p>	<ul style="list-style-type: none"> <li>• Knowledge of rules and conditions pertaining to referrals</li> <li>• Consultation of documentation produced by the OACIQ</li> <li>• Consultation of websites of professional orders, associations or organizations</li> <li>• Consultation of professional directories</li> </ul>

## Competency framework for agency executive officer

CORE COMPETENCY	PROFESSIONAL SITUATION	PROFESSIONAL ACTIONS	RESSOURCES
	5.5 Fairly resolving problem situations that arise between various business partners (brokers, clients, etc.)	5.5.1 Fostering behaviours that reduce the risk of conflict 5.5.2 Preventing and resolving problem situations 5.5.3 Suggesting and Implementing solutions fairly 5.5.4 Using conciliation, mediation, arbitration or other means when the situation requires 5.5.5 Preparing arbitration files	<ul style="list-style-type: none"> <li>• Application of conflict resolution techniques</li> <li>• Understanding the role and operation of conciliation, arbitration and mediation</li> <li>• Knowledge of agency and broker obligations with regards to the <i>Civil Code</i></li> <li>• Knowledge of agency and broker obligations with regards to the <i>Regulation respecting brokerage requirements, professional conduct of brokers and advertising</i></li> <li>• Knowledge of role and rules of the <i>Fonds d'assurance responsabilité professionnelle du courtage immobilier du Québec (FARCIQ)</i></li> <li>• Knowledge of agency and broker obligations with regards to professional liability insurance</li> </ul>