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# Key Leadership Competencies

Canada 

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# Introduction

In August 2005, the President of the Public Service Human Resources Management Agency of Canada and the President of the Public Service Commission of Canada announced the updated and simplified Key Leadership Competencies Profile that reflects the leadership skills, abilities, and characteristics that are needed in the Public Service to meet the challenges of today and tomorrow.

The Profile establishes Values and Ethics as the foundation of leadership and is linked to management accountability.

## The Profile contains:

- ▶ a Model comprised of four competencies and accompanying definitions (common to all management levels);
- ▶ specific Effective Behaviours for each competency and each of the six levels of the leadership continuum; and
- ▶ generic Ineffective Behaviours for each competency for all levels in the continuum.

## Using the Profile

Departments and agencies are encouraged to integrate the Profile into their human resources management (HRM) strategies and activities. They can implement the Profile as is or adapt it to reflect their particular requirements.

The Profile is the main component of the EX Qualification Standard and, as such, its use is now mandatory in assessing candidates for EX appointments. The Profile is also a major element of corporate initiatives such as the Leadership Development Programs, Public Service Commission assessment tools, and HRM policies.

For advice and tools to support the implementation of the Profile or for further information, please contact the Leadership and Talent Management Sector at the Canada Public Service Agency.

# The Model

From a foundation of Values and Ethics, PS leaders deliver Results through Strategic Thinking, Engagement, and Management Excellence



# Definitions

## **Values and Ethics:** *Integrity and Respect*

Public Service (PS) leaders serve Canadians, ensuring integrity in personal and organizational practices, and respect people and PS principles, including democratic, professional, ethical, and people values. They build respectful, bilingual, diverse and inclusive workplaces where decisions and transactions are transparent and fair. They hold themselves, their employees, and their organizations accountable for their actions.

## **Strategic Thinking:** *Analysis and Ideas*

PS leaders advise and plan based on analysis of issues and trends, and how these link to the responsibilities, capabilities, and potential of their organization. They scan an ever-changing, complex environment in anticipation of emerging crises and opportunities. They develop well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflect the strategic direction of the PS, and position the organization for success.

## **Engagement:** *People, Organizations, Partners*

PS leaders engage people, organizations, and partners in developing goals, executing plans, and delivering results. They lay the groundwork by building coalitions with key players. They mobilize teams, building momentum to get things done by communicating clearly and consistently, investing time and energy to engage the whole organization. They use their negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes. They follow and lead across boundaries to engage broad-based stakeholders, partners, and constituencies in a shared agenda and strategy.

## **Management Excellence:** *Action Management, People Management, Financial Management*

PS leaders deliver results by maximizing organizational effectiveness and sustainability. They ensure that people have the support and tools they need and that the workforce as a whole has the capacity and diversity to meet current and longer-term organizational objectives. They align people, work, and systems with the business strategy to harmonize how they work and what they do. They implement rigorous and comprehensive human and financial resources accountability systems consistent with the Management Accountability Framework (MAF). They ensure that the integrity and management of information and knowledge are a responsibility at all levels and a key factor in the design and execution of all policies and programs.



# Effective Behaviours

## **EFFECTIVE**

### Key Leadership Competencies

#### Effective Behaviours

Deputy Minister to Supervisor

# DEPUTY MINISTER

## **VALUES AND ETHICS** — *Serving through integrity and respect*

- ▶ Demonstrates Values and Ethics, including the Code, in personal behaviour
- ▶ Integrates Values and Ethics, including the Code, into departmental practices
- ▶ Makes transparent decisions without favouritism or bias
- ▶ Models and instils commitment to citizen-focussed service and the public good
- ▶ Provides fearless advice and acts with the courage of his or her convictions
- ▶ Recognizes and reconciles competing values
- ▶ Creates a bilingual, inclusive, and diverse culture built on Official Languages (OL) and Employment Equity (EE) policies
- ▶ Models and builds a culture of respect for people and PS principles

## **STRATEGIC THINKING** — *Innovating through Analysis and Ideas*

### **Analysis**

- ▶ Frames issues with a thorough understanding of legislation and the role of the DM
- ▶ Identifies links between global, societal, and economic trends, stakeholder concerns, the policy agenda, public service values, and departmental, regional and horizontal issues
- ▶ Extracts the key issues from complex, ambiguous, rapidly changing contexts
- ▶ Analyzes problems thoroughly before developing solutions

### **Ideas**

- ▶ Provides quality judgment and policy advice to the Minister
- ▶ Develops vision and policy, based on broader PS vision and policy and the national context
- ▶ Projects beyond the status quo to the department's potential contribution to society
- ▶ Sets necessary transformational goals with broad perspective and long-term timelines
- ▶ Encourages debate and ideas from across hierarchy, skills sets, and stakeholders
- ▶ Anticipates emerging issues / changing context and develops strategies quickly to solve problems or seize opportunities
- ▶ Teaches and learns from others

## **ENGAGEMENT** — *Mobilizing people, organizations, partners*

- ▶ Develops effective working relationships and trust with the Minister and Minister's Office
- ▶ Acts as interface and builds relations between the Minister, partners, stakeholders, and Central Agencies
- ▶ Mobilizes and motivates teams to achieve objectives
- ▶ Builds a commitment to excellence and common purpose by promoting the vision internally and externally
- ▶ Collaborates with strategic alliances to achieve departmental and shared objectives
- ▶ Develops and implements effective communication and engagement strategies with partners, including unions
- ▶ Builds support through influence, negotiation, and balancing national and regional interests
- ▶ Removes barriers to collaboration
- ▶ Works with other DMs as a corporate collective to strengthen PS results for Canadians

# Effective Behaviours

## **MANAGEMENT EXCELLENCE** — *Delivering through Action Management, People Management, Financial Management*

### **Action Management** — *Design and Execution*

- ▶ Leads organizational change that maximizes results, departmentally and PS-wide
- ▶ Builds an effective, sustainable organization through stewardship and governance
- ▶ Creates, aligns, and integrates structures, systems, and teams to better achieve objectives
- ▶ Integrates the business plan into a transparent management framework
- ▶ Integrates Comptrollership, MAF, federal legislation, regulations, and policies into organizational practices
- ▶ Fulfils obligations of management accountabilities
- ▶ Applies and encourages strategic risk management practices
- ▶ Integrates HR, Finance, IT, IM, and Communications issues into planning and actions
- ▶ Revises goals and plans to reflect changing priorities or conditions
- ▶ Commits to a course of action despite incomplete information, if required
- ▶ Makes decisions, initiates urgent actions, and remains calm in crisis situations
- ▶ Recognizes and acknowledges errors and makes corrections

### **People Management** — *Individuals and Workforce*

- ▶ Invests time in managing and developing people, individually and collectively
- ▶ Looks after people and builds staff morale
- ▶ Provides clear direction on priorities
- ▶ Encourages reasonable and strategic risk taking
- ▶ Recognizes and rewards results and deals constructively with setbacks
- ▶ Gives clear, honest feedback and manages non-performance
- ▶ Builds accountability and value for people management within the executive community
- ▶ Provides people with the ongoing learning, support, and tools they need
- ▶ Ensures the workforce has the capacity and diversity to meet current and future needs
- ▶ Builds rigorous HR systems and fulfils obligations of HRM accountabilities
- ▶ Collaborates within the DM collective on PS-wide HR initiatives and issues

### **Financial Management** — *Budgets and Assets*

- ▶ Implements strategies to achieve operational efficiencies and value for money
- ▶ Builds, operates, and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- ▶ Fulfils obligations of accountabilities for departmental finance and assets management
- ▶ Delegates authority, responsibility, and accountability to appropriate levels
- ▶ Acts on audit, evaluation, and other objective performance information
- ▶ Links financial and performance information
- ▶ Manages stewardship issues actively, e.g. chairs audit and evaluation committees, seeks strategic re-allocation

# ASSISTANT DEPUTY MINISTER

## **VALUES AND ETHICS** — *Serving through integrity and respect*

- ▶ Demonstrates Values and Ethics, including the Code, in personal behaviour
- ▶ Integrates Values and Ethics, including the Code, into branch practices
- ▶ Reflects a commitment to citizens and clients in own and branch activities
- ▶ Provides fearless advice and acts with the courage of his or her convictions
- ▶ Builds departmental values into branch policies and programs
- ▶ Builds and promotes a bilingual, diverse, inclusive branch, based on OL and EE policies
- ▶ Builds and promotes a safe and healthy, respectful branch, free of harassment and discrimination
- ▶ Models transparency and fairness

## **STRATEGIC THINKING** — *Innovating through Analysis and Ideas*

### **Analysis**

- ▶ Frames questions and analyses with a thorough understanding of legislation and the ADM role
- ▶ Seeks DM, government, national, regional, global, and technical perspectives on sector issues
- ▶ Recognizes critical or sensitive issues and makes links to priorities
- ▶ Distinguishes between critical and trivial factors in making judgments
- ▶ Analyzes setbacks and seeks honest feedback to learn from mistakes

### **Ideas**

- ▶ Provides quality judgment and policy advice to the DM
- ▶ Contributes to the elaboration of the collective/DM vision
- ▶ Articulates the vision in terms of own mandate
- ▶ Develops innovative solutions to non-traditional problems
- ▶ Develops strategies to manage the scope and pace of change
- ▶ Develops strategies that are effective in the short and longer term
- ▶ Encourages constructive questioning of policies
- ▶ Envisions possibilities without detailed information
- ▶ Exercises sound professional judgment based on analysis and consultation, as needed
- ▶ Teaches and learns from others

## **ENGAGEMENT** — *Mobilizing people, organizations, partners*

- ▶ Cultivates effective relationships and networks with Central Agencies, other departments, clients, citizens, unions, central and regional employees, and other levels of government
- ▶ Provides communication links up, down, and throughout the organization and networks
- ▶ Communicates with and encourages candour and clarity
- ▶ Communicates and interprets external contexts to position branch, team, and individual contributions
- ▶ Demonstrates and elicits trust by seeking and providing honest and constructive feedback
- ▶ Actively listens to and understands impact on others
- ▶ Influences outcomes by negotiating win-win solutions and compromise, and resolving conflict
- ▶ Tailors approach to context, e.g., collaborative for consensus building, directive in crisis
- ▶ Inspires a commitment to excellence by demonstrating passionate personal commitment
- ▶ Works with the departmental and PS-wide ADM community to deliver on shared objectives
- ▶ Creates an open, positive environment to stimulate open discussion

# Effective Behaviours

## **MANAGEMENT EXCELLENCE** — *Delivering through Action Management, People Management, Financial Management*

### **Action Management** — *Design and Execution*

- ▶ Leads change that maximizes results, in the branch, departmentally, and in the sector
- ▶ Acts as a steward for the entire department, not just his or her own branch
- ▶ Identifies and communicates priorities, milestones, timelines, performance measures, clear accountabilities, and performance agreements for DGs
- ▶ Designs and manages a strategic risk management framework
- ▶ Coordinates national and regional priorities, planning, and performance
- ▶ Aligns priorities and resources
- ▶ Follows through on the branch business plan from planning, implementing, monitoring, and evaluating to reporting
- ▶ Integrates Comptrollership, MAF, federal legislation, regulations, and policies into branch practices
- ▶ Fulfils obligations of branch management accountabilities
- ▶ Integrates HR, Finance, IT, IM, and Communications issues into planning and actions
- ▶ Revises goals and plans to reflect changing priorities or conditions
- ▶ Commits to a course of action despite incomplete information, if required
- ▶ Makes decisions, initiates urgent actions, and remains calm in crisis situations
- ▶ Recognizes and acknowledges errors and makes corrections

### **People Management** — *Individuals and Workforce*

- ▶ Develops HR strategy for succession planning
- ▶ Creates expert teams to address specific or crisis issues
- ▶ Sets clear expectations, monitors, evaluates, rewards, and develops performance
- ▶ Recognizes people's accomplishments and best efforts
- ▶ Gives honest feedback, encourages learning, and manages non-performance
- ▶ Deals with HR problems decisively and effectively
- ▶ Recognizes the importance of and supports the DG community
- ▶ Balances complementary strengths in teams
- ▶ Builds leadership throughout the branch
- ▶ Guides and develops people through appraisals, career planning, and development
- ▶ Consults with support services prior to changing HR protocols
- ▶ Implements rigorous HR systems and fulfils obligations of HRM accountabilities

### **Financial Management** — *Budgets and Assets*

- ▶ Allocates resources transparently and establishes a culture of ongoing re-allocation
- ▶ Aligns business drivers with financial management regime
- ▶ Promotes innovative approaches to deal with fiscal restraint
- ▶ Integrates comptrollership processes and promotes due diligence
- ▶ Reviews and reacts to the results of audits and evaluations
- ▶ Monitors performance and seeks efficiencies continuously
- ▶ Fulfils obligations of accountabilities for branch financial management
- ▶ Provides objective, credible, and timely reporting to the DM
- ▶ Consults with support services prior to changing financial protocols

# DIRECTOR GENERAL

## VALUES AND ETHICS — *Serving through integrity and respect*

- ▶ Demonstrates Values and Ethics, including the Code, in personal behaviour
- ▶ Integrates Values and Ethics, including the Code, into directorate practices
- ▶ Builds departmental values into directorate policies and programs
- ▶ Reflects a commitment to citizens and clients in own and directorate activities
- ▶ Builds and promotes a safe and healthy, respectful directorate, free of harassment and discrimination
- ▶ Promotes transparency and fairness
- ▶ Creates opportunities for and encourages bilingualism and diversity in the directorate, based on OL and EE policies

## STRATEGIC THINKING — *Innovating through Analysis and Ideas*

### Analysis

- ▶ Frames questions and analyses with a thorough understanding of sectoral and policy issues
- ▶ Seeks clarification and direction from the ADM
- ▶ Conducts strategic analysis of trends within the directorate, organization, and external environment
- ▶ Integrates multiple domains of information and identifies the links
- ▶ Seeks broad perspectives and expertise
- ▶ Tracks changing organizational dynamics
- ▶ Analyzes setbacks and seeks honest feedback to learn from mistakes

### Ideas

- ▶ Identifies key elements of the vision and implications for the directorate
- ▶ Translates vision and policy into concrete direction and plans
- ▶ Links directorate programs and services to department and branch policies
- ▶ Makes effective recommendations to the ADM
- ▶ Seeks input of staff to create plans and solutions
- ▶ Encourages constructive questioning of practices
- ▶ Encourages experimentation to maximize potential for innovation
- ▶ Identifies solutions, alternatives, and consequences
- ▶ Teaches and learns from others

## ENGAGEMENT — *Mobilizing people, organizations, partners*

- ▶ Implements inclusive, cooperative approaches with peers, staff, and superiors
- ▶ Fosters an inclusive and sensitive interpersonal climate
- ▶ Promotes consensus across diverse groups, interests, and opinions
- ▶ Solicits and listens to ideas and concerns of staff, unions, and other stakeholders
- ▶ Mobilizes the team to achieve directorate and departmental goals
- ▶ Communicates and supports corporate decisions
- ▶ Fosters enthusiasm and common purpose
- ▶ Shares information with staff regularly and as it becomes available
- ▶ Follows through on commitments
- ▶ Communicates vision and information with clarity and commitment
- ▶ Manages relationships between stakeholders

# Effective Behaviours

## **MANAGEMENT EXCELLENCE** — *Delivering through Action Management, People Management, Financial Management*

### **Action Management** — *Design and Execution*

- ▶ Identifies and communicates priorities, milestones, timelines, performance measures, clear accountabilities, and performance agreements for Directors
- ▶ Coordinates and manages across multiple directorate programs and projects
- ▶ Ensures necessary resources, processes, and systems are in place
- ▶ Develops process with management team to set priorities, make decisions
- ▶ Performs risk analysis to assess viability of opportunities
- ▶ Coordinates activities within directorate to assign accountability and avoid duplication
- ▶ Seeks and heeds early warning signs, adapting plans and strategies as required
- ▶ Follows through on the directorate's business plan from planning, implementing, monitoring, and evaluating to reporting
- ▶ Integrates Comptrollership, MAF, federal legislation, regulations, and policies into directorate practices
- ▶ Manages own and others' work-life balance
- ▶ Responds decisively and quickly to emerging opportunities or risks
- ▶ Maintains sound judgment and decision making in demanding or stressful situations

### **People Management** — *Individuals and Workforce*

- ▶ Implements HR strategy to ensure workforce capacity and diversity to meet current and future directorate needs
- ▶ Coaches, challenges, and provides opportunities for growth
- ▶ Sets clear expectations and provides clear direction
- ▶ Manages staff workload
- ▶ Builds complementary teams
- ▶ Provides honest, straightforward feedback and manages non-performance
- ▶ Recognizes and acknowledges good work
- ▶ Acts as a role model for Directors
- ▶ Develops strategies to reduce stress within the directorate
- ▶ Secures funding for OL and other training
- ▶ Implements rigorous HR practices and fulfils obligations of HRM accountabilities

### **Financial Management** — *Budgets and Assets*

- ▶ Allocates and manages directorate resources transparently
- ▶ Implements strategies to achieve operational efficiencies and value for money
- ▶ Operates and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- ▶ Fulfils obligations of accountabilities for directorate finance and assets management
- ▶ Acts on audit, evaluation, and other objective directorate performance information

# DIRECTOR

## **VALUES AND ETHICS** — *Serving through integrity and respect*

- ▶ Demonstrates Values and Ethics, including the Code, in personal behaviour
- ▶ Integrates Values and Ethics, including the Code, into division practices
- ▶ Reflects a commitment to citizens and clients in own and division activities
- ▶ Fosters a climate of transparency, trust, and respect within the division and in partnerships
- ▶ Incorporates equitable practices into HR planning
- ▶ Creates opportunities for and encourages bilingualism and diversity in the division, based on OL and EE policies
- ▶ Builds and promotes a safe and healthy, respectful division, free of harassment and discrimination
- ▶ Practices transparency and fairness in all transactions, including staffing, contracting, and day-to-day activities

## **STRATEGIC THINKING** — *Innovating through Analysis and Ideas*

### **Analysis**

- ▶ Frames division direction with a thorough understanding of the directorate's priorities
- ▶ Seeks clarification and direction from the DG, as required
- ▶ Integrates information from multiple sources to form a comprehensive perspective
- ▶ Identifies interdependencies in cross-functional projects
- ▶ Analyzes setbacks and seeks honest feedback to learn from mistakes

### **Ideas**

- ▶ Translates vision and policy into concrete work activities
- ▶ Develops division strategies, based on the departmental vision and the DG's direction
- ▶ Designs initiatives to enhance operational efficiency
- ▶ Encourages and incorporates diverse initiatives and perspectives
- ▶ Redesigns the division's work activities to meet changing departmental needs
- ▶ Makes effective recommendations to the DG
- ▶ Teaches and learns from others

## **ENGAGEMENT** — *Mobilizing people, organizations, partners*

- ▶ Shares information vertically and horizontally
- ▶ Promotes collaboration among managers
- ▶ Uses persuasion to gain support for initiatives
- ▶ Negotiates compromises
- ▶ Adapts communications to suit audience and forum
- ▶ Communicates regularly and openly with unions and other stakeholders
- ▶ Demonstrates understanding of and respect for stakeholders' views
- ▶ Follows through on commitments
- ▶ Solicits input from and listens to staff, partners, and stakeholders
- ▶ Communicates vision and division plans with clarity and commitment
- ▶ Establishes regular and comprehensive exchanges of ideas
- ▶ Promotes and funds team building

# Effective Behaviours

## **MANAGEMENT EXCELLENCE** — *Delivering through Action Management, People Management, Financial Management*

### **Action Management** — *Design and Execution*

- ▶ Designs division work plans based on the big picture
- ▶ Guides division projects and resources to avoid obstacles
- ▶ Delegates appropriately to managers
- ▶ Manages resources to maximize output
- ▶ Sets realistic timelines and clear accountabilities for managers
- ▶ Provides structure and momentum for division work activities
- ▶ Sets challenging but realistic goals
- ▶ Identifies division limits and resource requirements for workload
- ▶ Manages the division's workload through prudent resource planning and prioritizing
- ▶ Shifts priorities and adapts division work plans, as required
- ▶ Heeds early warning signals and advises the DG and others, as needed
- ▶ Follows through on the division's business plan from planning, implementing, monitoring, and evaluating to reporting
- ▶ Integrates Comptrollership, MAF, federal legislation, regulations, and policies into division practices
- ▶ Manages own and others' work-life balance
- ▶ Responds decisively and quickly to emerging opportunities or risks
- ▶ Maintains composure in adverse situations to alleviate pressure and maintain momentum

### **People Management** — *Individuals and Workforce*

- ▶ Works one-on-one with managers
- ▶ Deals with ineffective performance
- ▶ Provides regular feedback, acknowledges success and the need for improvement
- ▶ Coaches, challenges, and provides opportunities for growth
- ▶ Resolves labour relations problems
- ▶ Secures mediation, if required
- ▶ Balances the needs of employees and the organization
- ▶ Monitors and addresses workplace well-being
- ▶ Develops and supports career plans and learning opportunities
- ▶ Develops an HR strategy for division succession planning
- ▶ Secures funding for OL and other training
- ▶ Manages workload
- ▶ Implements rigorous HR practices and fulfils obligations of HRM accountabilities

### **Financial Management** — *Budgets and Assets*

- ▶ Allocates and manages division resources transparently
- ▶ Implements strategies to achieve operational efficiencies and value for money
- ▶ Applies and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- ▶ Fulfils obligations of accountabilities for division finance and assets management
- ▶ Acts on audit, evaluation, and other objective division performance information

# MANAGER

## VALUES AND ETHICS — *Serving through integrity and respect*

- ▶ Demonstrates Values and Ethics, including the Code, in personal behaviour
- ▶ Integrates Values and Ethics, including the Code, into unit practices
- ▶ Reflects a commitment to citizens and clients in own and unit activities
- ▶ Fosters a climate of transparency, trust, and respect within the unit and in partnerships
- ▶ Incorporates equitable practices into HR planning
- ▶ Supports opportunities for and encourages bilingualism and diversity in the unit, based on OL and EE policies
- ▶ Builds and promotes a safe and healthy, respectful unit, free of harassment and discrimination
- ▶ Acts with transparency and fairness in all transactions, including staffing, contracting, and day-to-day activities

## STRATEGIC THINKING — *Innovating through Analysis and Ideas*

### Analysis

- ▶ Develops unit direction, based on a thorough understanding of the functional area
- ▶ Tracks changing division priorities and analyzes impact on unit work plans
- ▶ Seeks clarification and direction from the Director, as required
- ▶ Coordinates information from multiple projects to form a comprehensive perspective
- ▶ Identifies interdependencies across unit projects
- ▶ Analyzes setbacks and seeks honest feedback to learn from mistakes

### Ideas

- ▶ Translates the division's direction into concrete unit work activities
- ▶ Designs solutions to operational problems
- ▶ Encourages and incorporates diverse and creative initiatives and perspectives
- ▶ Redesigns the unit's work activities to meet changing needs
- ▶ Makes effective recommendations to the Director
- ▶ Considers the people components of issues and decisions
- ▶ Teaches and learns from others

## ENGAGEMENT — *Mobilizing people, organizations, partners*

- ▶ Shares information vertically and horizontally
- ▶ Promotes collaboration among supervisors on related projects
- ▶ Encourages open constructive discussion of diverse perspectives
- ▶ Recognizes opportunities to enhance outcomes through partnerships
- ▶ Manages group dynamics in a diverse workforce within the unit and across projects
- ▶ Gives credit for the contributions of partners
- ▶ Accurately represents the concerns, ideas, and views of staff to upper management
- ▶ Mediates and facilitates relationships between supervisors
- ▶ Follows through on commitments
- ▶ Solicits input from and listens to staff, partners, and stakeholders
- ▶ Communicates with clarity and commitment
- ▶ Establishes regular and comprehensive exchanges of ideas

# Effective Behaviours

## **MANAGEMENT EXCELLENCE** — *Delivering through Action Management, People Management, Financial Management*

### **Action Management** — *Design and Execution*

- ▶ Establishes unit targets for quality and productivity
- ▶ Identifies financial and human resources requirements
- ▶ Assigns and reallocates resources, as required, and to capitalize on diversity
- ▶ Delegates appropriately to supervisors
- ▶ Sets realistic timelines and clear accountabilities for supervisors
- ▶ Provides structure and momentum for unit projects
- ▶ Sets challenging but realistic goals
- ▶ Identifies unit limits and resource requirements for workload
- ▶ Manages unit workload through negotiating timelines, prudent resource planning and prioritizing
- ▶ Maintains composure in demanding or stressful situations
- ▶ Shifts priorities and adapts unit work plans, as required
- ▶ Manages activities on an ongoing basis
- ▶ Heeds early warning signals and advises the Director and others, as needed
- ▶ Follows through on the unit's business plan from planning, implementing, monitoring, and evaluating to reporting
- ▶ Integrates Comptrollership, MAF, federal legislation, regulations, and policies into unit practices
- ▶ Manages own and others' work-life balance
- ▶ Responds decisively and quickly to emerging opportunities or risks
- ▶ Maintains composure in adverse situations to alleviate pressure and maintain momentum

### **People Management** — *Individuals and Workforce*

- ▶ Works one-on-one with supervisors
- ▶ Optimizes diversity among team members to build strong teams with complementary strengths
- ▶ Supports and defends the interests of staff, as necessary and appropriate
- ▶ Deals with ineffective performance
- ▶ Provides regular feedback, acknowledges success and the need for improvement
- ▶ Coaches, challenges, and provides opportunities for growth
- ▶ Resolves labour relations problems
- ▶ Secures mediation, if required
- ▶ Balances the needs of employees and the organization
- ▶ Monitors and addresses workplace well-being
- ▶ Develops and supports career plans and learning opportunities
- ▶ Develops HR strategy for unit succession planning
- ▶ Secures funding for OL and other training
- ▶ Implements rigorous HR practices and fulfils obligations of HRM accountabilities

### **Financial Management** — *Budgets and Assets*

- ▶ Allocates and manages unit resources transparently
- ▶ Implements strategies to achieve operational efficiencies and value for money
- ▶ Applies and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- ▶ Fulfils obligations of accountabilities for unit finance and assets management
- ▶ Acts on audit, evaluation, and other objective unit performance information

# SUPERVISOR

## **VALUES AND ETHICS** — *Serving through integrity and respect*

- ▶ Demonstrates Values and Ethics, including the Code, in personal behaviour
- ▶ Integrates Values and Ethics, including the Code, into staff work practices
- ▶ Reflects a commitment to citizens and clients in own and staff activities
- ▶ Fosters a climate of transparency, trust, and respect among staff and in partnerships
- ▶ Incorporates equitable practices into HR management
- ▶ Encourages bilingualism and diversity, based on OL and EE policies
- ▶ Builds and promotes a safe and healthy, respectful workplace
- ▶ Is alert to and deals quickly with harassment and discrimination
- ▶ Manages work activities and transactions with transparency and fairness

## **STRATEGIC THINKING** — *Innovating through Analysis and Ideas*

### **Analysis**

- ▶ Develops project work plans with a thorough understanding of the functional area
- ▶ Seeks clarification and direction from the manager, as required
- ▶ Links information across individual work to form a comprehensive perspective
- ▶ Tracks changing unit priorities and analyzes impact on staff activities
- ▶ Analyzes setbacks and seeks honest feedback to learn from mistakes

### **Ideas**

- ▶ Translates unit direction into concrete project activities
- ▶ Develops solutions to recurring problems
- ▶ Encourages and incorporates creativity and learning
- ▶ Redesigns staff work activities to meet changing project needs
- ▶ Makes effective recommendations to the Manager
- ▶ Teaches and learns from others

## **ENGAGEMENT** — *Mobilizing people, organizations, partners*

- ▶ Shares information broadly with staff and peers
- ▶ Promotes collaboration among staff
- ▶ Encourages open, constructive discussion of diverse perspectives
- ▶ Manages interpersonal relationships among staff
- ▶ Relates effectively to people with disabilities or with different values, personalities, or cultural backgrounds
- ▶ Provides effective forums for staff to express ideas, views, and concerns
- ▶ Uses meetings as an opportunity to generate collegiality and unity
- ▶ Listens to and acts on staff concerns
- ▶ Solicits input from and listens to staff, partners, and stakeholders
- ▶ Communicates work plans with clarity and commitment
- ▶ Establishes regular and comprehensive exchanges of ideas with individuals and the team
- ▶ Models and elicits trust

# Effective Behaviours

## **MANAGEMENT EXCELLENCE** — *Delivering through Action Management, People Management, Financial Management*

### **Action Management** — *Design and Execution*

- ▶ Coordinates people's work activities
- ▶ Delegates tasks to staff appropriately
- ▶ Instructs staff on tasks, goals, processes, and performance standards
- ▶ Monitors activities to ensure they are carried out effectively and efficiently
- ▶ Ensures work is congruent with formal procedures and regulations
- ▶ Adapts regular procedures flexibly to best meet objectives
- ▶ Maintains a positive outlook in the face of setbacks
- ▶ Shifts priorities and adapts work plans to reflect changes
- ▶ Manages activities on a daily basis
- ▶ Heeds early warning signals and advises the Manager and others, as needed
- ▶ Follows through on project plans from planning, implementing, monitoring, and evaluating to reporting
- ▶ Integrates Comptrollership, MAF, federal legislation, regulations, and policies into work practices
- ▶ Manages own and others' work-life balance
- ▶ Models successful coping with stressful situations

### **People Management** — *Individuals and Workforce*

- ▶ Evaluates individual performance fairly, taking account of diversity
- ▶ Identifies opportunities that challenge and encourage the development of people
- ▶ Resolves interpersonal or personal problems that are affecting performance
- ▶ Reduces stress factors in the workplace as much as possible
- ▶ Addresses harassment or discrimination quickly
- ▶ Works one-on-one with staff
- ▶ Deals with ineffective performance
- ▶ Provides regular feedback, acknowledges success and the need for improvement
- ▶ Manages labour relations problems
- ▶ Secures mediation, if required
- ▶ Balances the needs of employees and the organization
- ▶ Monitors and addresses workplace well-being
- ▶ Develops and supports career plans and learning opportunities
- ▶ Manages workload
- ▶ Implements rigorous HR practices

### **Financial Management** — *Budgets and Assets*

- ▶ Allocates and manages project resources transparently
- ▶ Implements strategies to achieve operational efficiencies and value for money
- ▶ Applies and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- ▶ Fulfils obligations for project finance and assets management
- ▶ Acts on audit, evaluation, and other objective project team performance information



# Behaviours

## **INEFFECTIVE**

### Key Leadership Competencies

#### Generic Ineffective Behaviours

Deputy Minister to Supervisor

# FOR ALL LEVELS

## **VALUES AND ETHICS** — *Serving through integrity and respect*

- ▶ Attempts to cover up mistakes
- ▶ Avoids speaking truth to power
- ▶ Lays blame on individuals or previous regimes
- ▶ Shows little respect for diverse opinions or beliefs
- ▶ Mistreats others
- ▶ Abuses power
- ▶ Tolerates abusive behaviour by others
- ▶ Demotivates or offends others through cynicism or aggression
- ▶ Shows favouritism or bias
- ▶ Places personal or organizational goals ahead of Government of Canada objectives
- ▶ Allows emotions to sway ethical judgment

## **STRATEGIC THINKING** — *Innovating through Analysis and Ideas*

### **Analysis**

- ▶ Depends on a narrow range of expertise and opinion
- ▶ Excludes other levels or partners in framing strategy
- ▶ Ignores new information or changing circumstances
- ▶ Demonstrates insensitivity to national, regional, or PS context
- ▶ Does not analyze own strengths and weaknesses or listen to feedback

### **Ideas**

- ▶ Abdicates responsibility for guiding or contributing to the departmental vision
- ▶ Designs response to short-term pressure without consideration of long-term implications
- ▶ Designs long-term plans without consideration of short-term implications
- ▶ Provides a vision, strategy, or advice that is not in line with the mandate
- ▶ Ignores the impact of strategies on stakeholders, partners
- ▶ Develops or promotes strategies or plans that are too detail-oriented or too abstract

## **ENGAGEMENT** — *Mobilizing people, organizations, partners*

- ▶ Acts as sole decision maker or stakeholder
- ▶ Hoards information
- ▶ Abdicates communication responsibilities to other levels
- ▶ Fails to work horizontally with key partners
- ▶ Fails to build behind-the-scenes support
- ▶ Alienates others through anger, aggression, over-confidence, or lack of self-awareness
- ▶ Refuses to consider and incorporate the views of others
- ▶ Avoids dealing with contentious issues

# Ineffective Behaviours

## **MANAGEMENT EXCELLENCE** — *Delivering through Action Management, People Management, Financial Management*

### **Action Management** — *Design and Execution*

- ▶ Develops an ineffective plan to achieve goals
- ▶ Retains ineffective structures, systems, or programs
- ▶ Hesitates to make decisions or take required action
- ▶ Provides insufficient, abstract, or sporadic direction
- ▶ Refuses to acknowledge poor results
- ▶ Deals ineffectively with own stress
- ▶ Focusses on one file or activity to the detriment of others
- ▶ Backs down in the face of obstacles or challenge
- ▶ Focusses solely on crisis management and the short term
- ▶ Acts impulsively
- ▶ Focusses on turf building rather than organizational stewardship
- ▶ Conducts superfluous consultation or analysis to avoid taking action or responsibility
- ▶ Micromanages

### **People Management** — *Individuals and Workforce*

- ▶ Fails to provide staff with the tools they need to work and/or develop
- ▶ Fails to acknowledge contributions and successes
- ▶ Dwells on mistakes and failures
- ▶ Fails to deal with conflict
- ▶ Builds insufficient workforce capacity
- ▶ Abdicates responsibility for HR Planning
- ▶ Does not deliver the hard messages when giving feedback
- ▶ Fails to deal with ineffective staff
- ▶ Fails to ensure complementary strengths in teams, workforce
- ▶ Designs workforce exclusively for short-term needs

### **Financial Management** — *Budgets and Assets*

- ▶ Continues to invest resources in an unsuccessful course of action
- ▶ Fails to integrate financial and management information
- ▶ Ignores audit or evaluation results
- ▶ Fails to ensure integrity of information, analysis, and reporting
- ▶ Fails to practice rigorous financial management
- ▶ Fails to ensure sufficient capacity for sound financial practices

