

## Leadership and Management Competency Profile Grid

Competency	Deputy Minister Level	Assistant Deputy Minister Level	Executive Director Level	Director/Manager
<p><b>Accountability</b></p> <p>Acts in alignment with the organization’s desired culture to achieve organizational goals. Treats others fairly and acts in an honest, trustworthy and forthright manner. Holds self and others accountable to the organization, citizens and stakeholders.</p>	<ul style="list-style-type: none"> <li>• Develops a culture where people hold themselves personally accountable for results</li> <li>• Ensures resources are directed to support the organization’s desired goals and culture</li> <li>• Plays a leadership role in shaping the ethics and values of the organization</li> <li>• Serves as a role model in making tough decisions</li> <li>• Recognizes, rewards and celebrates organizational achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Develops a culture where people hold themselves personally accountable for results</li> <li>• Plays a leadership role in shaping the ethics, values and culture of the organization</li> <li>• Strives for excellence in personal performance and coaches others to perform at their best</li> <li>• Recognizes, rewards and celebrates organizational achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes integrity in others by maintaining consistent values and performance standards</li> <li>• Plays a leadership role in shaping the ethics, values and culture of the organization</li> <li>• Strives for excellence in personal performance and coaches others to perform at their best</li> <li>• Delegates both responsibility and authority to make decisions</li> <li>• Recognizes, rewards and celebrates organizational achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently demonstrates ethical behavior and honesty, setting a strong example for team members to follow.</li> <li>• Establishes clear expectations, role clarity, and performance metrics, fostering a culture of transparency and accountability.</li> <li>• Utilizes a variety of coaching techniques and tools to foster growth, encourage self-reflection, and drive continuous improvement.</li> <li>• Implements recognition frameworks that celebrate innovation, collaboration, and milestone achievements.</li> </ul>
<p><b>Building Organizational Community</b></p> <p>Collaborates with and respects other employees and team members. Views diversity as an opportunity and creates an environment where a diverse and inclusive workforce can thrive. Builds successful relationships by consulting with and engaging individuals, employees, teams, citizens and stakeholders.</p>	<ul style="list-style-type: none"> <li>• Breaks down structural and functional barriers and encourages sharing of resources and knowledge</li> <li>• Creates a culture where diversity and cross-team/ministry collaboration are valued</li> <li>• Coaches team leaders on resolving differences or dealing with conflicts</li> <li>• Establishes cross-branch/division or inter-ministry teams with clear mandates</li> </ul>	<ul style="list-style-type: none"> <li>• Breaks down structural and functional barriers and encourages sharing of resources</li> <li>• Establishes cross-division or inter-ministry teams with clear mandates</li> <li>• Coaches or advises team leaders on resolving differences or dealing with conflicts</li> <li>• Actively builds relationships with stakeholders</li> <li>• Embraces diversity and demonstrates commitment that clearly influences diversity in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Takes innovative approaches to build, support and maintain a diverse workforce.</li> <li>• Breaks down structural and functional barriers and encourages sharing of resources</li> <li>• Communicates team objectives and accomplishments both inside and outside the team</li> <li>• Coaches or advises team leaders on resolving differences or dealing with conflicts</li> <li>• Actively builds relationships with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Integrates inclusive practices into recruitment, team development, and service delivery, ensuring team commitment to a diverse workforce.</li> <li>• Builds and sustains high-trust team environments by facilitating open forums, feedback sessions, and leadership roundtables that foster psychological safety.</li> <li>• Employs a strengths-based approach to boost engagement and productivity.</li> <li>• Promotes team cohesion, reduces silos, and encourages shared ownership of outcomes.</li> </ul>

<p><b>Communication</b></p> <p>Fosters open communication, speaks truthfully and with one voice, listens to others and values all opinions. Communicates so messages are clearly understood and consistent. Acts in a respectful manner to influence an outcome, impact or effect. Responds appropriately to concerns of others.</p>	<ul style="list-style-type: none"> <li>• Communicates strategically, considering optimal message timing</li> <li>• Communicates complex issues clearly and credibly</li> <li>• Skillfully handles complex, on-the-spot questions from others</li> <li>• Ensures communication plans are developed and implemented</li> <li>• Strategically builds networks and contacts to support ideas, initiatives and directives</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates strategically, considering optimal message timing</li> <li>• Communicates complex issues clearly and credibly</li> <li>• Skillfully handles complex, on-the-spot questions from others</li> <li>• Builds commitment through collaboration, consultation and consideration of citizen and stakeholder impact</li> <li>• Strategically builds networks and contacts to support ideas, initiatives and directives</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates strategically, considering optimal message timing</li> <li>• Communicates complex issues clearly and credibly</li> <li>• Anticipates and prepares for responses or reactions of others with sensitivity and directness</li> <li>• Builds commitment through collaboration, consultation and consideration of citizen and stakeholder impact</li> </ul>	<ul style="list-style-type: none"> <li>• Tailors communication style to effectively engage various audience.</li> <li>• Aligns complex ideas with audience needs through effective questioning, compelling narratives, and visual presentations to ensure clarity and buy-in.</li> <li>• Articulates strategic direction/vision to reflect our commitment to excellence internal values and external impact to the citizens.</li> <li>• Supports in development of programs and policies using feedback from various stakeholders into final decisions.</li> </ul>
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<p><b>Innovation</b></p> <p>Recognizes citizens are at the heart of improvement and innovation. Takes an innovative approach to problem solving. Continuously improves. Works to understand, engage in and implement organizational changes and technologies that improve processes, practices and outcomes. Is flexible and adaptable in meeting the changing needs and demands of stakeholders and citizens.</p>	<ul style="list-style-type: none"> <li>• Creates a culture that supports taking responsible risks and accepts mistakes or failures as important learnings</li> <li>• Looks beyond government for shifts, trends and innovative approaches</li> <li>• Takes action to align the organization (people, processes, structure and technology) with planned changes</li> <li>• Removes obstacles to change and innovation</li> <li>• Champions innovative solutions to support client and stakeholder needs</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a culture that supports taking responsible risks and accepts mistakes or failures as important learnings</li> <li>• Removes obstacles to change and innovation</li> <li>• Seeks opportunities for innovation and continuous improvement, actively involving colleagues, citizens and stakeholders</li> <li>• Able to communicate the vision for a change or innovation to those affected</li> <li>• Bridges organizational change by ensuring new structure, processes, technologies, mindsets, behaviours and relationships are well understood</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a culture that supports taking responsible risks and accepts mistakes or failures as important learnings</li> <li>• Seeks opportunities for innovation and continuous improvement, actively involving colleagues, citizens and stakeholders</li> <li>• Able to communicate the vision for a change or innovation to those affected</li> <li>• Bridges organizational change by ensuring new structure, processes, technologies, mindsets, behaviours and relationships are well understood</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a culture where team members are actively engaged in identifying and implementing innovative solutions and improvements.</li> <li>• Able to use storytelling, data, and collaborative forums to convey the vision and potential change, builds momentum and ownership.</li> <li>• Ensures that new structures, processes, technologies, mindsets, behaviors, and relationships are well understood and integrated within the organization.</li> <li>• Provides the necessary support and resources to facilitate new approaches and initiatives.</li> </ul>
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### Personal Leadership

Demonstrates commitment to openness, honesty, inclusiveness, loyalty, high standards and quality output. Behaves consistently with personal values and beliefs. Promotes and lives appropriate social and corporate values in all interactions. Establishes and maintains personal credibility, acts with integrity, and is self-aware. Committed to personal growth and ongoing learning and development. Values well-being of self and manages a healthy work-life balance.

- Aligns personal vision and values with corporate goals and values
- Influences others to act in accordance with the organization's values
- Sees diversity as opportunity; creates an inclusive and empathetic environment free of discrimination and fear; challenges bias and intolerance
- Embraces other perspectives in an empathetic manner
- Understands the climate and the impact of decisions on the organization's culture
- Promotes a healthy work-life balance

- Aligns personal vision and values with corporate goals and values
- Balances management and leadership skills and styles during difficult situations, in a changing environment
- Sees diversity as opportunity; creates an inclusive environment, challenges bias and intolerance
- Embraces other perspectives in an empathetic manner
- Listens and influences others to generate enthusiasm and commitment to the organization's direction
- Promotes a healthy work-life balance

- Aligns personal vision and values with corporate goals and values
- Balances management and leadership skills and styles during difficult situations, in a changing environment
- Models integrity and inclusiveness by being open, acting with empathy, sharing resources/knowledge across teams and being respectful of all skills and viewpoints
- Sees diversity as opportunity; creates an inclusive environment, challenges bias and intolerance
- Listens and influences others to generate enthusiasm and commitment to the organizations' s direction
- Demonstrates a healthy work life balance and removes obstacles to obtain a health workplace

- Aligns personal vision and values with corporate goals and values
- Demonstrates openness and empathy, sharing resources and knowledge across teams
- Respects and values the diverse skills and viewpoints of all team members
- Balances strategic leadership with tactical management to maintain stability, guiding the team through challenging periods
- Encourages collaboration, innovation, and knowledge transfer by disseminating valuable insights
- Listens and influences others to generate enthusiasm and commitment to the organization's direction

### Strategic Orientation

Takes an active role in developing and communicating a vision for the organization. Considers broad and long-term factors when reviewing programs, planning and making decisions. Identifies patterns, connections or barriers and addresses key underlying issues. Understands the connections and interactions between elements of the whole system and understands how ministry and inter-ministry issues,

- Translates the strategic direction, including vision, mission and values into effective strategies
- Positions the organization to deal with emerging and long-term trends, issues and opportunities
- Creates and integrates concepts that are new and different
- Champions the development of proactive strategies and utilizes strategic alliances
- Develops, leads and ensures meaningful communication of shared vision, values, mission and strategic direction to inspire and influence others

- Translates the strategic direction, including vision, mission and values into effective strategies
- Develops and implements strategies to reach division/ministry goals to advance organizational priorities
- Provides input to help formulate corporate priorities and commits to achieving success at the team and ministry level
- Translates high-level and complex information into realistic plans for the division and ministry
- Ensures that programs and services are reflective of government direction and citizens' needs

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- Aligns team objectives with ministry priorities.
- Crates and execute strategies designed to meet specific goals within the unit or branch.
- Provides insights from front-line teams, stakeholder consultations, and environmental scans to ensure priorities are well-informed and actionable.
- Able to build awareness of the strategic landscape among team and , helping them understand how their roles create impact.

programs and policies impact citizen interests and concerns. Aligns program policy with the strategic direction of government.

**Performance Management**

Demonstrates initiative and resourcefulness to get things done. Keeps commitments. Provides clear direction and expectations. Acts as one team and ensures others perform in accordance with the clear expectations and goals. Motivates others to achieve expected performance goals. Provides quality service to stakeholders and citizens.

- Sets achievable organizational goals and priorities
- Balances immediate organizational needs and longer-range priorities
- Executes ministry business plans to achieve results
- Establishes performance expectations, inspires excellence and recognizes performance
- Assures appropriate measures are established to deliver client service excellence

- Sets achievable organizational goals and priorities
- Balances immediate organizational needs and longer-range priorities
- Ensures adequate resources are directed to meet stated goals and priorities
- Works with people to set challenging and achievable goals with clear accountability for results
- Establishes performance expectations to deliver quality client services to citizens

- Makes timely decisions to move work forward; takes responsible risks to improve services and achieves goals
- Coaches and motivates employees to strive to be the best and achieve quality results.
- Ensures adequate resources are directed to meet stated goals and priorities
- Works with people to set challenging and achievable goals with clear accountability for results
- Establishes performance expectations to deliver quality client services to citizens

- Ensures that programs and services are reflective of government direction and citizens' needs

- Sets clear and attainable team and individual objectives that align with strategic outcome.
- Able to establish realistic goals, ensuring clear accountability and benchmark for results.
- Regularly assesses performance against well-defined standards and expectations.
- Provides coaching and constructive feedback to help employees understand their progress and areas for improvement.
- Celebrates exceptional performance and fostering a high-performance culture that values achievement and continuous learning.

**Planning and Risk Management**

Translates direction into means for action. Plans for and manages risk. Creates action-oriented long- and short-range plans that turn strategy into reality. Focuses on citizens and stakeholders in the planning stages. Effectively manages the necessary structure and internal and external resources required to achieve the plan.

- Assesses future goals, organizational needs and risks; develops comprehensive plans that bridge complex issues and span across time
- Establishes authority and sets performance guidelines at ministry level
- Delegates, consults and provides ongoing feedback to senior managers
- Acquires and maintains capital, resources and system components required to achieve integrated plans

- Assesses future goals, organizational needs and risks; develops comprehensive plans that bridge complex issues and span across time
- Acquires and maintains capital, resources and system components required to achieve integrated plans
- Identifies and establishes the critical information linkages required to achieve integrated plans
- Clarifies outcomes and provides ongoing feedback to team members to achieve plans

- Assesses needs of work unit(s) or team (s) and ensures the development of group or team plans
- Manages capital and human resources required to achieve work plans
- Thinks ahead, evaluate and plan for risks and contingencies.
- Clarifies outcomes and provides ongoing feedback to team members to achieve plans

- Considers citizens and stakeholders when formulating plans for policies and service delivery.
- Identifies both short- and long-term impacts on people, processes, and policies during the planning phase
- Provides structure, expectations and guidelines for achieving work plans.
- Assumes responsibility for work plans and projects and delegates tasks where appropriate.
- Identifies resources required to achieve personal/ team/ branch work plans and project.

## **Process Management**

Understands the structure and culture of the organization and is able to accomplish results through the most effective channels. Manages effectively within government systems, operational policies, and a public service environment. Uses human resources policies and process to manage workforce.

- Provides comprehensive policy advice, recommendations and perspectives on current ministry activities and issues
  - Manages fiscal, technological and human resources at an organizational level
  - Demonstrates in-depth understanding of business planning, accountability practices and systems management
  - Champions safety and establishes working guidelines for employee health and well-being
  - Promotes a culture of continuous improvement to ensure policies and processes are relevant and efficient
- Provides comprehensive policy advice, recommendations and perspectives on current ministry activities and issues
  - Demonstrates an in-depth knowledge and understanding of business planning, accountability practices and management systems
  - Plays an active role in establishing ministry level budget and forecasts
  - Contributes to the creation, revision or improvement of government policy and processes
- Provides comprehensive policy advice, recommendations and perspectives on current ministry activities and issues
  - Recognizes and uses corporate culture, governmental process and underlying knowledge to produce the best results
  - Demonstrates an in-depth knowledge and understanding of business planning, accountability practices and management systems
  - Manages expenditures and revenues, ensuring established procedures are employed
  - Contributes to the creation, revision or improvement of government policy and processes
- Manages branch or team budget responsibility
  - Fairly and consistently apply HR policies and collective agreements, acting as a trusted advisor in employee relations matters
  - Promotes wellness and psychological safety by ensuring safety guidelines are established within the team
  - Continuously evaluates processes to improve efficiency, compliance and service delivery