Saskatchewan

Leadership and Management Competencies

The Saskatchewan Public Service Vision: The Best Public Service in Canada

Our Commitment to Excellence

Dedicated to service excellence, we demonstrate innovation, collaboration and transparency, practice effective and accountable use of resources and promote engagement and leadership at all levels.

Our Core Values in Action

To Show Respect and Integrity we:

- Speak truthfully
- Communicate clearly
  and consistently
- Value all opinions
- Listen to others
- Keep
  commitments

To Serve Citizens we:

- Understand the needs of those we serve
- Continuously improve
- Consult and engage
- Reduce barriers to access
- Exceed expectations

To Practice Excellence and Innovation we:

- Invest in employee development
- Create a supportive environment to encourage new ideas
- Take responsible risks
- Strive to be the best
- Celebrate success
- Are accountable
- Consider safety in all we do

To Act as One Team we:

- Work collaboratively
- Speak with one voice
- Are supportive of one another
- Share knowledge, information and resources
- Are inclusive

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Introduction:

The competency model is a basis for acquiring, developing and managing the Government of Saskatchewan's talent in leadership and management. The model allows for leaders and managers at all levels of the organization to develop and demonstrate knowledge, skills and attributes in order to contribute to a dynamic and service-oriented public service.

The Leadership and Management Competencies are the foundation to achieve the Government's strategic direction. The model is a companion to *Our Commitment to Excellence*:

- To be known for a culture of diversity, respect, and integrity.
- To consider citizens in all we do.
- To have an innovative and refreshed workforce.
- To work as one cohesive team.
- To continuously improve; become more efficient; and strive for excellence through business improvement and program reviews.

This guide serves to support many workplace activities including:

1. Career growth and development;
2. Managers in the hiring process;
3. Mentor and mentee participants in the Corporate Mentorship program;
4. Employees in the development of their Work Plans (Planning for Success/In-Scope Work Planning and Review);
5. Planning for succession, talent management, etc.;
6. And many other workplace planning and development situations.

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Using this model:

Effective leaders and managers in the public service help achieve the desired organizational culture – one with engaged and productive employees.

Effective leaders and managers are able to focus on the four key practices found on the outer ring of the diagram:

- People
- Direction
- Change
- Results

These practices are achieved through behaviours related to specific leadership and management competencies. Both leadership and management competencies are needed to achieve *Our Commitment to Excellence* and to deliver quality programs and services to the citizens of Saskatchewan.

Leadership competencies (green) are behaviours that are interpersonal in nature. Leadership is about working with people to use their potential to achieve organizational goals. Leadership is about change and impact –with or without formal authority.

Management competencies (blue) are behaviours that are administrative in nature. Management is about getting work done directly through others by using the management functions. Management is about maintaining or balancing organizational goals and priorities. Management most often involves more formal authority.

Supporting work planning:

Each competency has a continuum of development from Practitioner to Champion. At any point in a career, an employee could be at different levels within the competency's continuum of development. The continuum of development does not represent an employee's scope, but rather areas for targeted improvement and growth.

For example:
 Within the competency of **Strategic Orientation**, an employee could be:
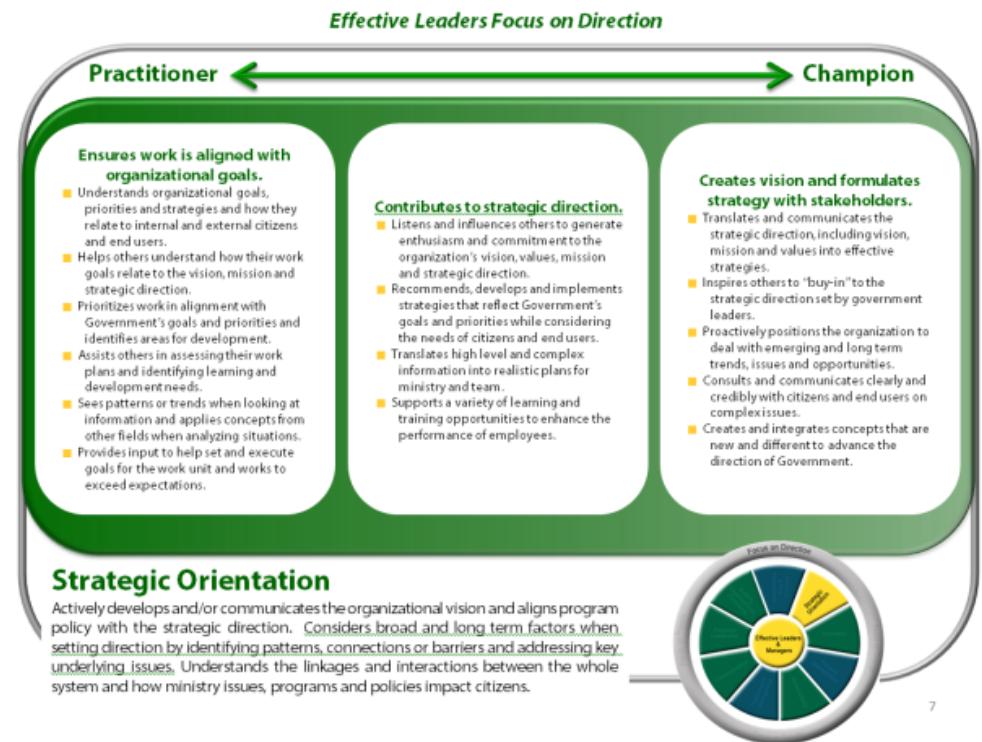
Developing the practitioner skill level to:
- Assist others as they assess their learning needs and manage and plan their development.

As well as developing the mid-level skill to:
- Translate high level and complex information into realistic plans for ministry and team.

And at the champion skill level to:
- Consult and communicate clearly and credibly with citizens and stakeholders on complex issues.

Effective Leaders Focus on Direction

Practitioner ⟷ Champion

Ensures work is aligned with organizational goals.
- Understands organizational goals, priorities and strategies and how they relate to internal and external citizens and end users.
- Helps others understand how their work goals relate to the vision, mission and strategic direction.
- Prioritizes work in alignment with Government's goals and priorities and identifies areas for development.
- Assists others in assessing their work plans and identifying learning and development needs.
- Sees patterns or trends when looking at information and applies concepts from other fields when analyzing situations.
- Provides input to help set and execute goals for the work unit and works to exceed expectations.

Contributes to strategic direction.
- Listens and influences others to generate enthusiasm and commitment to the organization's vision, values, mission and strategic direction.
- Recommends, develops and implements strategies that reflect Government's goals and priorities while considering the needs of citizens and end users.
- Translates high level and complex information into realistic plans for ministry and team.
- Supports a variety of learning and training opportunities to enhance the performance of employees.

Creates vision and formulates strategy with stakeholders.
- Translates and communicates the strategic direction, including vision, mission and values into effective strategies.
- Inspires others to "buy-in" to the strategic direction set by government leaders.
- Proactively positions the organization to deal with emerging and long term trends, issues and opportunities.
- Consults and communicates clearly and credibly with citizens and end users on complex issues.
- Creates and integrates concepts that are new and different to advance the direction of Government.

Strategic Orientation
Actively develops and/or communicates the organizational vision and aligns program policy with the strategic direction. Considers broad and long term factors when setting direction by identifying patterns, connections or barriers and addressing key underlying issues. Understands the linkages and interactions between the whole system and how ministry issues, programs and policies impact citizens.

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Practitioner ← → **Champion**

Takes personal ownership in contributing to the organization.

- Models the values of the organization.
- Acts in an ethical manner.
- Treats others with equally high respect and fairness regardless of who they are.
- Assumes responsibility for personal actions, behaviours and results.
- Does utmost to honour commitments made.
- Upholds commitments of the organization.
- Takes actions that are consistent with words ("walks the talk").
- Holds colleagues and team members accountable for their behaviours.
- Acknowledges the contributions and successes of others.

Inspires others to take personal ownership.

- Promotes integrity in others by maintaining consistent values and performance standards.
- Takes personal responsibility for fulfilling own commitments and the commitments of the team.
- Strives for excellence in personal performance and coaches others to perform at their best.
- Seeks and/or provides challenging assignments as learning opportunities.
- Delegates both responsibility and authority to make decisions.
- Recognizes and celebrates successful individual and team outcomes.

Fosters a culture of personal and organizational responsibility.

- Develops a culture where people hold themselves personally accountable for results.
- Ensures resources are directed to support the organization's desired goals and culture.
- Plays a leadership role in shaping the ethics, values and culture of the organization by consistently communicating and exemplifying them.
- Serves as a role model in making the tough decisions that are needed and doesn't delay in moving forward.
- Establishes expectations regarding recognition of successful performance.
- Sets a climate where team and organizational achievements are recognized, rewarded and celebrated.

Accountability

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.
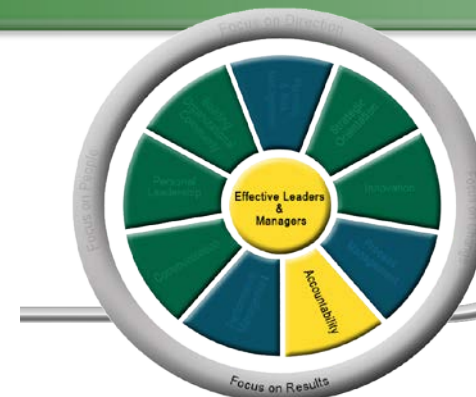
Effective Leaders Focus on People

Supports community as a team member.

- Acts to promote a diverse, friendly, and respectful environment conducive to employees' sense of belonging; and uses strategies to promote team morale and productivity.
- Creates an environment that recognizes, supports, respects and welcomes diversity of employees and citizens.
- Works independently, interdependently and participates as a contributing member across work teams.
- Respects ideas and contributions of others, and gives credit to team members for their contributions.
- Assists in mentoring others.

Builds community and fosters team success.

- Questions and challenges the status-quo on diversity. Takes innovative approaches to build, support and maintain a diverse workforce.
- Communicates team objectives and accomplishments both inside and outside the team.
- Ensures cross-team collaboration for organizational effectiveness.
- Builds rapport and ensures others are informed.
- Works to resolve obstacles outside of the team's direct influence.
- Shares resources to solve mutual problems.
- Models behaviours that maximize group participation by consulting, listening and communicating clearly. Builds team cohesiveness.
- Actively builds relationships with stakeholders.

Creates a culture of diversity and cross-team collaboration.

- Embraces diversity and demonstrates commitment that clearly influences diversity in the workplace.
- Breaks down structural and functional barriers and encourages sharing of resources and knowledge throughout the organization.
- Creates a culture where diversity and cross-team/ministry collaboration are valued and rewarded.
- Coaches or advises team leaders on resolving differences or dealing with conflicts.
- Establishes cross-branch/division or inter-ministry teams with clear mandates and support for team leaders and members.
- Facilitates the discussion of issues between individuals, groups and stakeholders.

Building Organizational Community

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.

Practitioner ←————————————→ Champion

Builds shared meaning.
- Is accessible and invites communication.
- Seeks to understand through facts and information prior to drawing conclusions or taking action.
- Listens actively and objectively without interrupting. Conveys understanding and empathy from the other person's perspective.
- Responds to people's concerns in a respectful manner.
- Presents relevant information in a timely, logical, clear and consistent manner.

Adapts communication to others and anticipates outcomes.
- Seeks input and sees things from others' perspectives.
- Anticipates and prepares for responses or reactions of others with sensitivity and directness.
- Customizes and adapts communication and discussion to appeal to the specific interest, need and level of the audience.
- Uses open-ended questions, active listening and dialogue to encourage others to provide information about underlying needs or issues.
- Builds commitment through collaboration, consultation and consideration of citizen and stakeholder impact.
- Uses experts or third-parties to clarify information and influence an outcome.
- Provides employees and/or stakeholders with a variety of communication vehicles or forums in which to express their ideas and concerns.

Communicates strategically.
- Communicates strategically, considering such aspects as optimal message timing, and form of communication.
- Skillfully handles complex, on-the-spot questions from others, such as senior public officials, special interest groups, citizens or the media.
- Communicates complex issues clearly and credibly with widely varied audiences using two-way communication to gain others' input and understanding.
- Strategically builds networks and contacts to support ideas, initiatives and directives.
- Ensures communication plans are developed and implemented so audiences are informed in a timely, consistent and accurate manner.

Communication

Fosters open communication, speaks truthfully and with one voice, listens to others and values all opinions. Communicates so that messages are clearly understood and consistent. Acts in a respectful manner to influence an outcome, impact or effect. Responds appropriately to concerns of others.

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Practitioner ⟵————————————⟶ **Champion**

Is open to new ideas and methods and welcomes change.

- Understands the changing needs of citizens and is open to new ideas and perspectives that come with change and innovation.
- Challenges the status quo when needed.
- Scans the environment for opportunities to improve, analyzes work to increase efficiency and utilizes new work practices and technologies.
- Accepts other solutions when conventional methodology does not produce results.
- Adapts to change as required.
- Assists in implementing change.
- Uses a needs-based approach to understand and find solutions for citizen issues while focusing on a quality client service experience.

Thinks creatively and is agile in response to change.

- Thinks laterally ("outside the box") to identify new solutions. Will consider new and unconventional ideas and is prepared to look beyond the data for solutions.
- Adapts methodology and ideas quickly for immediate or anticipated changes in the environment.
- Able to communicate the vision for a change or innovation to those affected.
- Seeks opportunities for innovation and continuous improvement, actively involving colleagues, citizens, and stakeholders.
- Bridges organizational change by ensuring new structures, processes, technologies, mindsets, behaviours and relationships are well understood.

Champions innovation and leads organizational change.

- Generates, maintains and rewards a creative environment within and among teams.
- Creates a culture that supports taking responsible risks and one where change is expected and supported. Encourages novel and unique ideas to solve problems.
- Looks beyond government for shifts, trends and innovative approaches that can be implemented to improve results.
- Takes action to align the organization (people, processes, structure, and technology) with planned changes.
- Removes organizational obstacles to change and innovation.
- Accepts mistakes or failures as important learning on the road to success.
- Champions innovative solutions to support client and stakeholder needs.

Innovation

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.

Effective Leaders and Managers begin with Personal Leadership

Practitioner ← → **Champion**

Self-Awareness
- Develops personal vision and values.
- Leads as needed, regardless of position.
- Recognizes personal strengths and continues to develop them.
- Demonstrates integrity, openness, and inclusiveness by treating self and team members with respect, trust, dignity and empathy.
- Creates time for reflection by seeking feedback and support from others and determining development opportunities.
- Self-reflects to continually improve interactions with others.
- Demonstrates self-awareness by knowing oneself and the impact of one's behaviors on others.
- Values well-being and safety of self by maintaining a healthy work and life balance.

Self-Management
- Lives according to personal vision 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.
- Listens and influences others to generate enthusiasm and commitment to the organization's direction.
- Recognizes strengths and is open to feedback on enhancing personal style and skills.
- Demonstrates a healthy work-life balance and removes obstacles to obtain a healthy work place.

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

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.

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Practitioner ⟵⟶ **Champion**

Ensures work is aligned with organizational goals.

- Understands organizational goals, priorities and strategies and how they relate to citizens and stakeholders.
- Prioritizes work in alignment with organization and ministry's goals and priorities.
- Solicits input and helps others understand how their work goals and activities relate to the organization's vision, mission and strategic direction.
- Sees patterns or trends when looking at information and applies concepts from other fields when analyzing situations.
- Understands information connections required to achieve work plans.

Contributes to strategic direction.

- Listens and influences others to generate enthusiasm and commitment to the organization's vision, values, mission and strategic direction.
- Develops and implements strategies to reach branch/program/ministry goals to advance organizational priorities.
- Provides input to help formulate corporate priorities and commits to achieving success at the team and the ministry level.
- Translates high level and complex information into realistic plans for ministry and team.
- Ensures that programs and services are reflective of government direction and citizen's needs.

Creates vision and formulates strategy with stakeholders.

- Translates the strategic direction, including vision, mission and values into effective strategies.
- Develops, leads and ensures meaningful communication of shared vision, values, mission and strategic direction to inspire and influence others.
- Positions the organization to deal with emerging and long-term trends, issues and opportunities.
- Consults and communicates clearly and credibly with widely varied audiences and stakeholders on complex issues.
- Creates and integrates concepts that are new and different to advance direction of organization and ministry.
- Champions the development of proactive strategies and uses strategic alliances to extend organizational and ministry impact.

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

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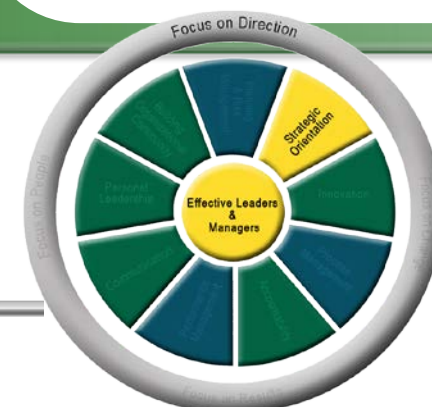
Practitioner ⟵⟶ **Champion**

Achieves individual goals and contributes to work unit performance.

- Achieves quality work on a consistent basis. Strives for service excellence.
- Participates in setting attainable team goals, priorities and work plans.
- Completes and executes own annual work and/or project plan.
- Can clearly articulate goals (organizational, team and individual) and what is required to achieve them.
- Evaluates results against goals.
- Maintains focus on priority activities.
- Provides constructive feedback to colleagues.
- Shows respect for others and speaks of team members in positive terms.
- Understands needs of citizens to provide effective client service.

Manages for high performance.

- Makes timely decisions to move work forward; takes responsible risks to improve services and achieve goals.
- Works with people to set challenging and achievable goals with clear accountability for results.
- Coaches and motivates employees to strive to be the best and achieve quality results.
- Reviews performance against clear standards or expectations.
- Addresses performance in a timely way and acts to improve performance.
- Provides opportunities for employees to learn and demonstrate new knowledge and skills.
- Recognizes and rewards successful performance.
- Establishes performance expectations to deliver quality client services to citizens.

Fosters a culture of continuous organizational improvement.

- Sets achievable organizational goals and priorities.
- Executes organizational business plans to achieve results.
- Balances people results and ministry business results.
- Balances immediate organizational needs and long-range priorities.
- Ensures adequate resources are directed to meet stated goals and priorities.
- Measures and reports ministry performance against organizational goals.
- Establishes performance expectations, inspires excellence and recognizes performance.
- Assures appropriate measures are established to deliver client service excellence.

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 clear expectations and goals. Motivates others to achieve expected performance goals. Provides quality service to stakeholders and citizens.

Practitioner ← → **Champion**

Manages personal work plan and plans ahead.

- Creates personal work plans that contribute to the goals and work assigned to self and team.
- Identifies resources required to achieve personal work plans and projects.
- Organizes and prioritizes work to implement the work plan.
- Assumes responsibility for work plans and projects and delegates tasks where appropriate.
- Exchanges information and ideas with colleagues and team members that will assist in achieving plans.
- Considers citizens and stakeholders when formulating plans for policies and service delivery.
- Considers risks when developing plans.

Manages team work plans and plans for the future.

- 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.
- Provides structure, expectations and guidelines for achieving work plans.
- Establishes information connections within and among teams and manages critical organizational information.
- Clarifies outcomes and provides ongoing feedback to team members to achieve plans.
- Thinks ahead, evaluates and plans for risks and contingencies.
- Seeks out information that impacts plan development.

Implements comprehensive plans for multiple units and stakeholders.

- Assesses future goals, organizational needs and risks; and develops comprehensive plan(s) that bridge complex issues and span across time.
- Acquires and maintains capital, resources and system components required to achieve integrated plans.
- Establishes authority and sets performance guidelines at the organizational level.
- Delegates, consults and provides ongoing feedback to senior managers to ensure successful implementation and achievement of organizational plans.
- Ensures organizational standards for treatment of information.
- Identifies and establishes the critical information connections required to achieve integrated plans.

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.

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Effective Managers Focus on Change and Results

Practitioner ← → **Champion**

Operates effectively within public service systems and processes.

- Demonstrates a thorough understanding of structures and processes within own work group.
- Develops and uses informal and formal relationships beyond own work group to get things done (i.e. knows who to ask for what).
- Understands government policy-making and legislative processes and one's own operational role.
- Manages budgets at a program or project level.
- Has basic knowledge of human resources policies, practices and agreements.
- Operates within safety and working guidelines established for employee health and well-being.
- Ensures policies and processes are up-to-date and most efficient.

Understands organizational systems and manages within organizational realities.

- Recognizes and uses corporate culture, governmental process and underlying knowledge to produce the best result.
- Manages team, project or branch level budgets on a daily basis.
- Manages expenditures and revenues, ensuring established procedures, checks and balances are employed.
- Plays an active role in establishing ministry-level budget and forecasts.
- Able to readily interpret and apply human resources policies, practices and agreements.
- Manages within safety and working guidelines established for employee health and well-being.
- Contributes to the creation, revision or improvement of government policy and process.

Works to improve complex organizational systems and processes.

- Provides comprehensive policy advice, recommendations and perspectives on current organizational activities and issues.
- Fosters relationships and represents the organization at a provincial level to provide perspectives on programs, initiatives and processes.
- Manages fiscal, technological and human resources at an organizational level.
- Demonstrates an in-depth knowledge and understanding of business planning, accountability practices and systems management.
- Champions safety and ensures working guidelines are established for employee health and well-being.
- Promotes a culture of continuous improvement to ensure policies and processes are relevant and efficient.

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 processes to manage workforce.

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