

Behavioural Competency Dictionary

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What are Competencies?

Competencies are observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance.

How Are the Competencies Structured?

For all competencies in the dictionary, a definition is provided. Each competency also includes a proficiency scale that indicates the full range of expression of the competency. Most proficiency scales have five levels. Each proficiency level is described in terms of behavioural indicators. The behaviours at each level of the scale are illustrative rather than definitive; that is other examples of behaviour are possible. Each competency scale is cumulative which means that, although behaviours from lower levels are not repeated at higher level, they nonetheless apply.

How to Use this Dictionary?

The contents of this dictionary represent the behavioural or non-technical competencies that apply to jobs at the University. The dictionary can be used for a variety of purposes including recruitment and staffing, learning and career development and performance management. For each job, choose the competencies and proficiency learning that are most critical to performance excellence.

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Adaptability

Adjusting own behaviours to work efficiently and effectively in light of new information, changing situations and/or different environments				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Recognizes how change will affect work</i>	<i>Adapts one's work to a situation</i>	<i>Adapts to a variety of changes</i>	<i>Adapts to large, complex and/or frequent changes</i>	<i>Adapts organizational strategies</i>
<ul style="list-style-type: none"> • Accepts that things will change. • Seeks clarification when faced with ambiguity or uncertainty. • Demonstrates willingness to try new approaches. • Suspends judgment; thinks before acting. • Acknowledges the value of others' contributions regardless of how they are presented. 	<ul style="list-style-type: none"> • Adapts personal approach to meet the needs of different or new situations. • Seeks guidance in adapting behaviour to the needs of a new or different situation. 	<ul style="list-style-type: none"> • Adapts to new ideas and initiatives across a wide variety of issues or situations. • Shifts priorities, changes style and responds with new approaches as needed to deal with new or changing demands. 	<ul style="list-style-type: none"> • Publicly supports and adapts to major/fundamental changes that show promise of improving established ways of operating. • Seeks opportunities for change in order to achieve improvement in work processes, systems, etc. • Maintains composure and shows self control in the face of challenges and change. 	<ul style="list-style-type: none"> • Anticipates change and makes large or long-term adaptations in organization in response to the needs of the situation. • Performs effectively amidst continuous change, ambiguity and, at times, apparent chaos. • Shifts readily between dealing with macro-strategic issues and critical details.

Analytical Thinking

Interpreting, linking, and analyzing information in order to understand issues				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Analyzes and synthesizes information</i>	<i>Identifies critical relationships</i>	<i>Analyzes complex relationships</i>	<i>Applies broad analysis</i>	<i>Applies a systems perspective to the analysis of enterprise-wide issues</i>
<ul style="list-style-type: none"> • Breaks down concrete issues into parts and synthesizes succinctly. • Collects and analyses information from a variety of appropriate sources. • Identifies the links between situations and information. 	<ul style="list-style-type: none"> • Sees connections, patterns or trends in the information available. • Identifies the implications and possible consequences of trends or events. • Draws logical conclusions, providing options and recommendations. 	<ul style="list-style-type: none"> • Analyses complex situations, breaking each into its constituent parts. • Recognizes and assesses several likely causal factors or ways of interpreting the information available. • Identifies connections between situations that are not obviously related. 	<ul style="list-style-type: none"> • Integrates information from diverse sources, often involving large amounts of information. • Thinks several steps ahead in deciding on best course of action, anticipating likely outcomes. • Develops and recommends policy framework based on analysis of emerging trends. • Gathers information from many sources, including experts, in order to completely understand a 	<ul style="list-style-type: none"> • Identifies multiple relationships and disconnects in processes in order to identify options and reach conclusions. • Adopts a systems perspective, assessing and balancing vast amounts of diverse information on the varied systems and sub-systems that comprise and affect the working environment. • Thinks beyond the organization and into the future, balancing multiple perspectives when setting direction or reaching conclusions (e.g., social, economic, partner, stakeholder interests, short- and long-term

Change Leadership

Managing, leading and enabling the process of change and transition while helping others deal with their effects				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Makes others aware of change</i>	<i>Underscores the positive nature of change</i>	<i>Manages the process for change</i>	<i>Aligns change initiatives with organizational objectives</i>	<i>Champions change</i>
<ul style="list-style-type: none"> • Identifies and accepts the need and processes for change. • Explains the process, implications and rationale for change to those affected by it. • Invites discussion of views on the change. 	<ul style="list-style-type: none"> • Promotes the advantages of change. • Clarifies the potential opportunities and consequences of proposed changes. • Explains how change affects current practices. 	<ul style="list-style-type: none"> • Identifies important / effective practices that should continue after change is implemented. • Anticipates specific reasons underlying resistance to change and implements approaches that address resistance. 	<ul style="list-style-type: none"> • Links projects/objectives to department's/public service's change initiatives and describes the impact on operational goals. • Presents realities of change and, together with staff, develops strategies for managing it. • Identifies future needs for change that will promote progress toward 	<ul style="list-style-type: none"> • Creates an environment that promotes and encourages change or innovation. • Shares and promotes successful change efforts throughout the organization. • Personally communicates a clear vision of the broad impact of change.

Client Focus

Identifying and responding to current and future client needs; providing service excellence to internal and external clients				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Responds to client requests</i>	<i>Builds positive client Relations</i>	<i>Anticipates and adapts to client needs</i>	<i>Fosters a client-focused culture</i>	<i>Considers the strategic direction of client focus</i>
<ul style="list-style-type: none"> • • Identifies client needs and expectations. • Responds to requests efficiently and effectively. • Takes action beyond explicit request within established service standards. • Refers complex questions to a higher decision- making level. • Meets client needs in a respectful, helpful and responsive manner. • Seeks feedback to develop a clear understanding of client needs and outcomes. • Uses client satisfaction monitoring methodologies to ensure client satisfaction 	<ul style="list-style-type: none"> • Contacts clients to follow up on services, solutions or products to ensure that their needs have been correctly and effectively met. • Understands issues from the client's perspective. • Keeps clients up-to-date with information and decisions that affect them. • Monitors services provided to clients and makes timely adjustments as required. 	<ul style="list-style-type: none"> • Maintains ongoing communication with clients. • Regularly and systematically contacts clients or prospective clients to determine their needs. • Uses understanding of client's perspective to identify constraints and advocate on their behalf. • Works with clients to adapt services, products or solutions to meet their needs. • Encourages co-workers and teams to achieve a high standard of service excellence. • Anticipates areas where support or influence will be required and discusses situation/concerns with appropriate individuals. 	<ul style="list-style-type: none"> • Tracks trends and developments that will affect own organization's ability to meet current and future client needs. • Identifies benefits for clients; looks for ways to add value. • Seeks out and involves clients or prospective clients in assessing services, solutions or products to identify ways to improve. • Establishes service standards and develops strategies to ensure staff meet them. 	<ul style="list-style-type: none"> • Communicates the organization's mission, vision and values to external clients. • Strategically and systematically evaluates new opportunities to develop client relationships. • Creates an environment in which concern for client satisfaction is a key priority. • Links a comprehensive and in-depth understanding of clients' long-term needs and strategies with current and proposed projects/initiatives. • Recommends/ determines strategic business direction to meet projected needs of clients and prospective clients.

Communication

Listening to others and communicating in an effective manner that fosters open communication				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Listens & clearly presents information</i>	<i>Fosters two-way communication</i>	<i>Adapts communication to others</i>	<i>Communicates complex messages</i>	<i>Communicates strategically</i>
<ul style="list-style-type: none"> • Makes self available and clearly encourages others to initiate communication. • Listens actively and objectively without interrupting. • Checks own understanding of others' communication (e.g., repeats or paraphrases, asks additional questions). • Presents appropriate information in a clear and concise manner, both orally and in writing. 	<ul style="list-style-type: none"> • Elicits comments or feedback on what has been said. • Maintains continuous open and consistent communication with others. • Openly and constructively discusses diverse perspectives that could lead to misunderstandings. • Communicates decisions or recommendations that could be perceived negatively, with sensitivity and tact. • Supports messages with relevant data, information, examples and demonstrations. 	<ul style="list-style-type: none"> • Adapts content, style, tone and medium of communication to suit the target audience's language, cultural background and level of understanding. • Takes others' perspectives into account when communicating, negotiating or presenting arguments (e.g., presents benefits from all perspectives). • Responds to and discusses issues/questions in an understandable manner without being defensive and while maintaining the dignity of others. • Anticipates reactions to messages and adapts communications accordingly. 	<ul style="list-style-type: none"> • Handles complex on-the-spot questions (e.g., from senior public officials, special interest groups or the media). • Communicates complex issues clearly and credibly with widely varied audiences. • Uses varied communication systems, methodologies and strategies to promote dialogue and shared understanding. • Delivers difficult or unpopular messages with clarity, tact and diplomacy. 	<ul style="list-style-type: none"> • Communicates strategically to achieve specific objectives (e.g., considering such aspects as the optimal message to present, timing and forum of communication). • Identifies and interprets departmental policies and procedures for superiors, subordinates and peers. • Acknowledges success and the need for improvement.

Conflict Management

Preventing, managing and/or resolving conflicts				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Identifies conflict</i>	<i>Addresses existing conflict</i>	<i>Anticipates and addresses sources of potential conflict</i>	<i>Introduces strategies for resolving existing and potential conflict</i>	<i>Creates an environment where conflict is resolved appropriately</i>
<ul style="list-style-type: none"> • Recognizes that there is a conflict between two or more parties. • Brings conflict to the attention of the appropriate individual(s). 	<ul style="list-style-type: none"> • Listens to differing points of view and emphasizes points of agreement as a starting point to resolving differences. • Openly identifies shared areas of interest in a respectful and timely manner. 	<ul style="list-style-type: none"> • Anticipates and takes action to avoid/reduce potential conflict (e.g., by encouraging and supporting the various parties to get together and attempt to address the issues themselves). • Refocuses teams on the work and end-goals, and away from personality issues. 	<ul style="list-style-type: none"> • Provides consultation to or obtains consultation / mediation for those who share few common interests and who are having a significant disagreement. • Introduces innovative strategies for effectively dealing with conflict (e.g., mediation, collaborative and “mutual gains” strategies). 	<ul style="list-style-type: none"> • Creates a conflict-resolving environment by anticipating and addressing areas where potential misunderstanding and disruptive conflict could emerge. • Models constructive approaches to deal with opposing views when personally challenging the status quo and when encouraging others to do so as well.

Continuous Learning

Identifying and addressing individual strengths and weaknesses, developmental needs and changing circumstances to enhance personal and organizational performance				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Assesses and monitors oneself to maintain personal effectiveness</i>	<i>Seeks to improve personal effectiveness in current situation</i>	<i>Seeks learning opportunities beyond current requirements</i>	<i>Aligns personal development with objectives of organization</i>	<i>Aligns personal learning with anticipated change in organizational strategy</i>
<ul style="list-style-type: none"> • Continually self-assesses and seeks feedback from others to identify strengths and weaknesses and ways of improving. • Pursues learning opportunities and ongoing development. 	<ul style="list-style-type: none"> • Tries new approaches to maximize learning in current situation. • Takes advantage of learning opportunities (e.g., courses, observation of others, assignments, etc.). • Integrates new learning into work methods. 	<ul style="list-style-type: none"> • Sets challenging goals and standards of excellence for self in view of growth beyond current job. • Actively pursues self-development on an ongoing basis (technically and personally). • Pursues assignments designed to challenge abilities. 	<ul style="list-style-type: none"> • Designs personal learning objectives based on evolving needs of the portfolio or business unit. • Uses organizational change as an opportunity to develop new skills and knowledge. 	<ul style="list-style-type: none"> • Identifies future competencies and expertise required by the organization and develops and pursues learning plans accordingly. • Continuously scans the environment to keep abreast of emerging developments in the broader work context.

Creative Thinking

Questioning conventional approaches, exploring alternatives and responding to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives.				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Acknowledges the need for new approaches</i>	<i>Modifies current approaches</i>	<i>Introduces new approaches</i>	<i>Creates new concepts</i>	<i>Nurtures creativity</i>
<ul style="list-style-type: none"> • Is open to new ideas. • Questions the conventional approach and seeks alternatives. • Recognizes when a new approach is needed; integrates new information quickly while considering different options. 	<ul style="list-style-type: none"> • Analyzes strengths and weaknesses of current approaches. • Modifies and adapts current methods and approaches to better meet needs. • Identifies alternate solutions based on precedent. • Identifies an optimal solution after weighing the advantages and disadvantages of alternative approaches. 	<ul style="list-style-type: none"> • Searches for ideas or solutions that have worked in other environments and applies them to the organization. • Uses existing solutions in innovative ways to solve problems. • Sees long-term consequences of potential solutions. 	<ul style="list-style-type: none"> • Integrates and synthesizes relevant concepts into a new solution for which there is no previous experience. • Creates new models and methods for the organization. • Identifies flexible and adaptable solutions while still recognizing professional and organizational standards. 	<ul style="list-style-type: none"> • Develops an environment that nurtures creative thinking, questioning and experimentation. • Encourages challenges to conventional approaches. • Sponsors experimentation to maximize potential for innovation.

Decision- Making

Making decisions and solving problems involving varied levels of complexity, ambiguity and risk				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Makes decisions based solely on rules</i>	<i>Makes decisions by interpreting rules</i>	<i>Makes decisions in situations where there is scope for interpretation of rules</i>	<i>Makes complex decisions in the absence of rules</i>	<i>Makes high-risk decisions in complex and ambiguous situations</i>
<ul style="list-style-type: none"> • Makes straightforward decisions based on pre-defined options using clear criteria/procedures. • Consults with others or refers an issue/situation for resolution when criteria are not clear. • Deals with exceptions within established parameters using clearly specified rules and procedures. • Makes decisions involving little or no consequence of error. • Verifies that the decision/resolution is correct. 	<ul style="list-style-type: none"> • Applies guidelines and procedures that require some interpretation when dealing with exceptions. • Makes straight - forward decisions based on information that is generally clear and adequate. • Considers the risks and consequences of action and/or decisions. • Makes decisions involving minor consequence of error. • Seeks guidance as needed when the situation is unclear. 	<ul style="list-style-type: none"> • Applies guidelines and procedures that leave considerable room for discretion and interpretation. • Makes decisions by weighing several factors, some of which are partially defined and entail missing pieces of critical information. • As needed, involves the right people in the decision-making process. • Balances the risks and implications of decisions across multiple issues. • Develops solutions that address the root cause of the problem and prevent recurrence. <ul style="list-style-type: none"> • Recognizes, analyzes and solves problems across projects and in complex situations. 	<ul style="list-style-type: none"> • Simplifies complex information from multiple sources to resolve issues. • Makes complex decisions for which there are no set procedures. • Considers a multiplicity of interrelated factors for which there is incomplete and contradictory information. • Balances competing priorities in reaching decisions. • Develops solutions to problems, balancing the risks and implications across multiple projects. • Recommends solutions in an environment of risk and ambiguity. 	<ul style="list-style-type: none"> • Makes high-risk strategic decisions that have significant consequences. • Balances a commitment to excellence with the best interests of clients and the organization when making decisions. • Uses principles, values and sound business sense to make decisions. • Makes decisions in a volatile environment in which weight given to any factor can change rapidly. • Reaches decisions assuredly in an environment of public scrutiny. • Assesses external and internal environments in order to make a well-informed decision. • Identifies the problem based on many factors, often complex and sweeping, difficult to define and contradictory (e.g., fiscal responsibility, the public good).

Developing Others

Fostering the development of others by providing a supportive environment for enhanced performance and professional growth				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Shares expertise with others</i>	<i>Supports individual development and improvement</i>	<i>Promotes ongoing learning and development</i>	<i>Provides opportunities for development</i>	<i>Creates a continuous learning and development environment</i>
<ul style="list-style-type: none"> • Regularly shares expertise with team members to support continuous learning and improvement. • Advises, guides and coaches others by sharing experiences and discussing how to handle current or anticipated concerns. 	<ul style="list-style-type: none"> • Provides performance feedback and support, reinforcing strengths and identifying areas for improvement. • Encourages staff to develop and apply their skills. • Suggests to individuals ways of improving performance and competence. 	<ul style="list-style-type: none"> • Helps team members develop their skills and abilities. • Engages in development and career planning dialogues with employees. • Works with employees and teams to define realistic yet challenging work goals. • Encourages team members to develop learning and career plans and follows-up to guide development and measure progress. • Advocates and commits to ongoing training and development to foster a learning culture. 	<ul style="list-style-type: none"> • Ensures that resources and time are available for development activities. • Ensures that all employees have equitable access to development opportunities. • Provides opportunities for development through tools, assignments, mentoring and coaching relationships etc. 	<ul style="list-style-type: none"> • Provides long-term direction regarding learning needs for staff and how to pursue the attainment of this learning. • Institutes organization- wide mechanisms and processes to promote and support continuous learning and improvement. • Manages the learning process to ensure it occurs by design rather than by chance.

Influence

Gaining support from and convincing others to advance the objectives of the organization				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Uses facts and available information to persuade</i>	<i>Adapts rationale to influence others</i>	<i>Demonstrates the benefit of ideas</i>	<i>Builds coalitions, strategic relationships and networks</i>	<i>Designs complex influence strategies</i>
<ul style="list-style-type: none"> • Uses appeals to reason, data, facts and figures. • Uses concrete examples, visual aids and demonstrations to make a point. • Describes the potential impact of own actions on others and how it will affect their perception of self. 	<ul style="list-style-type: none"> • Anticipates the effect of one's approach or chosen rationale on the emotions and sensitivities of others. • Adapts discussions and presentations to appeal to the needs or interests of others. • Uses the process of give-and-take to gain support. • Builds relationships through fair, honest and consistent behaviour. 	<ul style="list-style-type: none"> • Builds on successful initiatives and best practices internal and external to the organization to gain acceptance for ideas. • Presents pros and cons and detailed analyses to emphasize the value of an idea. • Persuades others by drawing from experience and presenting multiple arguments in order to support a position. 	<ul style="list-style-type: none"> • Assembles coalitions, builds behind-the-scenes support for ideas and initiatives. • Develops an extensive network of contacts. • Uses group process skills to lead or direct a group. 	<ul style="list-style-type: none"> • Designs strategies that position and promote ideas and concepts to stakeholders. • Uses indirect strategies to persuade, such as establishing alliances, using experts or third parties. • Gains support by capitalizing on understanding of political forces affecting the organization.

Initiative

Identifying and dealing with issues proactively and persistently; seizing opportunities that arise				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Addresses current issues</i>	<i>Addresses imminent issues</i>	<i>Acts promptly in a crisis situation</i>	<i>Looks to the future</i>	<i>Encourages initiative in others</i>
<ul style="list-style-type: none"> f Recognizes and acts on present issues. f Offers ideas to address current situations or issues. f Works independently. Completes assignments without constant supervision. 	<ul style="list-style-type: none"> f Takes action to avoid imminent problem or to capitalize on imminent opportunity. f Looks for ways to achieve greater results or add value. f Works persistently as needed and when not required to do so. 	<ul style="list-style-type: none"> f Acts quickly to address a crisis situation drawing on appropriate resources and experience with similar situations. f Implements contingency plans when crises arise. f Exceeds requirements of job; takes on extra tasks. 	<ul style="list-style-type: none"> f Takes action to avoid or minimize potential problems or maximize potential opportunities in the future by drawing on extensive personal experience. f Defines and addresses high-level challenges that have the potential to advance the state-of-the art in an area. f Starts and carries through on new projects. 	<ul style="list-style-type: none"> f Fosters an environment that anticipates and acts upon potential threats and/or opportunities. f Coaches others to spontaneously recognize and appropriately act on upcoming opportunities. f Gets others involved in supporting efforts and initiatives.

Networking / Relationship Building

Building and actively maintaining working relationships and/or networks of contacts to further the organization's goals				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Accesses sources of information</i>	<i>Builds key contacts</i>	<i>Seeks new networking opportunities for self and others.</i>	<i>Strategically expands networks</i>	<i>Creates networking opportunities</i>
<ul style="list-style-type: none"> f Seeks information from others (e.g., colleagues, customers). f Maintains personal contacts in other parts of the organization with those who can provide work-related information. 	<ul style="list-style-type: none"> f Seeks out the expertise of others and develops links with experts and information sources. f Develops and nurtures key contacts as a source of information. f Participates in networking and social events internal and external to the organization. 	<ul style="list-style-type: none"> f Seeks opportunities to partner and transfer knowledge (e.g., by actively participating in trade shows, conferences, meetings, committees, multi-stakeholder groups and/or seminars). f Cultivates personal networks in different parts of the organization and effectively uses contacts to achieve results. f Initiates and develops diverse relationships. 	<ul style="list-style-type: none"> • Builds networks with parties that can enable the achievement of the organization's strategy. • Brings informal teams of experts together to address issues/needs, share information and resolve differences, as required. • Uses knowledge of the formal or informal structure and the culture to further strategic objectives. 	<ul style="list-style-type: none"> • Creates and facilitates forums to develop new alliances and formal networks. • Identifies areas to build strategic relationships. • Contacts senior officials to identify potential areas of mutual, long-term interest.

Organizational and Environmental Awareness

Understanding the workings, structure and culture of the organization as well as the political, social and economic issues, to achieve results				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Understands formal structure</i>	<i>Understands informal structure and culture</i>	<i>Effectively operates in external environments</i>	<i>Understands organizational politics, issues and external influences</i>	<i>Operates effectively in a broad spectrum of political, cultural and social milieu</i>
<p>Monitors work to ensure it aligns with formal procedures and the organization's accountabilities.</p> <p>Recognizes and uses formal structure, rules, processes, methods or operations to accomplish work.</p> <p>Actively supports the public service mission and goals.</p>	<p>Uses informal structures; can identify key decision-makers and influencers.</p> <p>Effectively uses both formal and informal channels or networks for acquiring information, assistance and accomplishing work goals.</p>	<p>Achieves solutions acceptable to varied parties based on understanding of issues, climates and cultures in own and other organizations.</p> <p>Accurately describes the issues and culture of external stakeholders. Uses this information to negotiate goals and initiatives.</p>	<p>Anticipates issues, challenges and outcomes and effectively operates to best position the organization.</p> <p>Supports the changing culture and methods of operating, if necessary, for the success of the organization.</p> <p>Ensures due diligence by keeping informed of business and operational plans and practices.</p>	<ul style="list-style-type: none"> • Demonstrates broad understanding of social and economic context within which the organization operates. • Understands and anticipates the potential trends of the political environment and the impact these might have on the organization. • Operates successfully in a variety of social, political and cultural environments.

Partnering

Seeking and building strategic alliances and collaborative arrangements through partnerships to advance the objectives of the organization				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Operates effectively within partnerships</i>	<i>Manages existing partnerships</i>	<i>Seeks out partnership opportunities</i>	<i>Facilitates partnerships</i>	<i>Sets strategic direction for partnering</i>
<ul style="list-style-type: none"> • Understands the roles played by partners. Identifies and refers to areas of mutual interest as a means of establishing a business relationship. • Communicates openly, builds trust and treats partners fairly, ethically and as valued allies. • Meets partner needs by responding to requests efficiently and effectively. • Recognizes the contributions of partners. 	<ul style="list-style-type: none"> • Works with existing partners, honouring established agreements/contracts. • Monitors partnership arrangements to ensure that the objectives of the partnership remain on target. • Seeks input from partners to ensure that objectives are achieved. • Seeks mutually beneficial solutions with partners. 	<ul style="list-style-type: none"> • Initiates partnership arrangements that promote organizational objectives. • Assesses the value of entering into partner relationships in terms of both short- and long-term return on investment. • Develops new and mutually beneficial partnerships that also serve the interests of the broader community. • Identifies benefits of a partnership and looks for ways to add value for the partner. 	<ul style="list-style-type: none"> • Provides advice and direction on the types of partner relationships to pursue, as well as ground rules for effective partner relationships. • Supports staff in taking calculated risks in partner relationships. • Negotiates, as necessary, to assist others to address issues or resolve problems surrounding partner relationships. • Identifies when modifications and terminations of partnerships are needed and takes appropriate measures. 	<ul style="list-style-type: none"> • Provides strategic direction on partnerships that the organization should be pursuing. • Sets up an infrastructure that supports effective partner arrangements (e.g., principles and frameworks for assessing the value of partnerships; expert assistance in aspects of partnering). • Takes advantage of opportunities to showcase excellent examples of partner arrangements throughout the organization. • Creates and acts on opportunities for interactions that lead to strong partnerships within and external to the organization.

Planning and Organizing

Defining tasks and milestones to achieve objectives, while ensuring the optimal use of resources to meet those objectives

Level 1	Level 2	Level 3	Level 4	Level 5
<i>Plans tasks and organizes own work</i>	<i>Applies planning principles to achieve work goals</i>	<i>Develops plans for the business unit</i>	<i>Integrates and evaluates plans to achieve business goals.</i>	<i>Plans and organizes at a strategic level</i>
<ul style="list-style-type: none"> • Identifies requirements and uses available resources to meet own work objectives in optimal fashion. • Completes tasks in accordance with plans. • Monitors the attainment of own work objectives and/or quality of the work completed. • Sets priorities for tasks in order of importance. 	<ul style="list-style-type: none"> • Establishes goals and organizes work by bringing together the necessary resources. • Organizes work according to project and time management principles and processes. • Practices and plans for contingencies to deal with unexpected events or setbacks. • Makes needed adjustments to timelines, steps and resource allocation. • Directs issues to appropriate bodies when unable to resolve them within own area of responsibility. 	<ul style="list-style-type: none"> • Considers a range of factors in the planning process (e.g., costs, timing, customer needs, resources available, etc.). • Identifies and plans activities that will result in overall improvement to services. • Challenges inefficient or ineffective work processes and offers constructive alternatives. • Anticipates issues and revise plans as required. • Helps to remove barriers by providing resources and encouragement as needed. 	<ul style="list-style-type: none"> • Establishes alternative courses of action, organizes people and prioritizes the activities of the team to achieve results more effectively. • Ensures that systems are in place to effectively monitor and evaluate progress. • Evaluates processes and results and makes appropriate adjustments to the plan. • Sets, communicates and regularly assesses priorities. 	<ul style="list-style-type: none"> • Develops strategic plans considering short-term requirements as well as long-term direction. • Plans work and deploys resources to deliver organization-wide results. • Secures and allocates program or project resources in line with strategic direction. • Sets and communicates priorities within the broader organization. • Ensures sufficient resources are available to achieve set objectives.

Results Orientation

Focusing personal efforts on achieving results consistent with the organization's objectives				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Strives to meet work expectations</i>	<i>Consistently meets established expectations</i>	<i>Surpasses established expectations</i>	<i>Seeks out significant challenges</i>	<i>Pursues excellence on an organizational level</i>
<ul style="list-style-type: none"> • Sets goals and works to meet established expectations; maintains performance levels. • Pursues organizational objectives with energy and persistence. Sets high personal standards for performance. • Adapts working methods in order to achieve objectives. • Accepts ownership of and responsibility for own work. 	<ul style="list-style-type: none"> • Consistently achieves established expectations through personal commitment. • Makes adjustments to activities/processes based on feedback. 	<ul style="list-style-type: none"> • Exceeds current expectations and pushes for improved results in own performance. • Takes on new roles and responsibilities when faced with unexpected changes. 	<ul style="list-style-type: none"> • Seeks significant challenges outside of current job scope. • Works on new projects or assignments that add value without compromising current accountabilities. • Guides staff to achieve tasks, goals, processes and performance standards. 	<ul style="list-style-type: none"> • Models excellence and motivates fellow organizational members to follow his/her example. • Encourages constructive questioning of policies and practices; sponsors experimentation and innovation. • Holds staff accountable for achieving standards of excellence and results for the organization.

Risk Management

Identifying, assessing and managing risk while striving to attain objectives				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Identifies possible risks</i>	<i>Takes calculated risks</i>	<i>Personally takes significant risks</i>	<i>Designs strategies for dealing with high-risk initiatives</i>	<i>Provides organizational guidance on risk</i>
<ul style="list-style-type: none"> • Describes risk factors related to a situation/activity. • Uses past experience and best practices to identify underlying issues, potential problems and risks. • Plans for contingencies. • Identifies possible cause-effect relationships. 	<ul style="list-style-type: none"> • Takes calculated risks with minor, but non-trivial, consequences of error (e.g., risks involving potential loss of some time or money but which can be rectified). • Makes decisions based on risk analysis. • Makes decisions in the absence of complete information. 	<ul style="list-style-type: none"> • Personally takes calculated risks with significant consequences (e.g., significant loss of time or money) but which can be rectified. • Anticipates the risks involved in taking action. • Identifies possible scenarios regarding outcomes of various options for action. • Conducts ongoing risk analysis, looking ahead for contingent liabilities and opportunities and astutely identifying the risks involved. 	<ul style="list-style-type: none"> • Implements initiatives with high potential for pay-off to the organization, where errors cannot be rectified, or only rectified at significant cost. • Conducts risk assessment when identifying or recommending strategic and tactical options. • Encourages responsible risk taking, recognizing that every risk will not pay off. 	<ul style="list-style-type: none"> • Provides a supportive environment for responsible risk taking (e.g., by supporting decisions of others). • Oversees the development of guidelines, principles and approaches to assist decision-making when risk is a factor. • Provides guidance on the organizational tolerance for risk. • Develops broad strategies that reflect in-depth understanding and assessment of operational, organizational, and political realities and risks.

Stewardship of Resources

Ensures the effective, efficient and sustainable use of Public Service resources and assets: human and financial resources, real property and business information.				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Uses resources effectively</i>	<i>Ensures effective use of resources</i>	<i>Controls resource use</i>	<i>Implements systems to ensure stewardship of resources</i>	<i>Ensures strategic stewardship of resources</i>
<ul style="list-style-type: none"> • Protects and uses resources and assets in a conscientious and effective manner. • Identifies wasteful practices and opportunities for optimizing resource use. 	<ul style="list-style-type: none"> • Monitors and ensures the efficient and appropriate use of resources and assets. • Explores ways of leveraging funds to expand program effectiveness. 	<ul style="list-style-type: none"> • Allocates and controls resources and assets within own area. • Implements ways of more effectively utilizing resources and assets. • Assigns and communicates roles and accountabilities to maximize team effectiveness; manages workload. 	<ul style="list-style-type: none"> • Identifies gaps in resources that impact on the organization's effectiveness. • Develops strategies to address resource gaps/issues. • Ensures alignment of authority, responsibility and accountability with organizational objectives. • Ensures that information and knowledge sharing is integrated into all programs and processes. • Acts on audit, evaluation and other objective project team performance information. 	<ul style="list-style-type: none"> • Directs resources to those areas where they will most effectively contribute to long-term goals. • Sets overall direction for how resources and assets are to be used in order to achieve the vision and values. • Institutes organization- wide mechanisms and processes to promote and support resource management.

Stress Management

Maintaining effectiveness in the face of stress				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Works in low level stress situations</i>	<i>Adjusts to temporary peaks in stress levels</i>	<i>Adapts to prolonged stress</i>	<i>Employs stress management strategies</i>	<i>Deals with stress affecting the organization</i>
<ul style="list-style-type: none"> • Keeps functioning effectively during periods of on-going low intensity stress. • Maintains focus during situations involving limited stress. • Seeks to balance work responsibilities and personal life responsibilities. 	<ul style="list-style-type: none"> • Maintains composure when dealing with short but intense stressful situations. • Understands personal stressors and takes steps to limit their impact. • Keeps issues and situations in perspective and reacts appropriately (e.g., does not overreact to situations, what others say, etc.). 	<ul style="list-style-type: none"> • Effectively withstands the effects of prolonged exposure to one or few stressors by modifying work methods. • Maintains sound judgment and decision making despite on-going stressful situations. • Controls strong emotions or other stressful responses and takes action to respond constructively to the source of the problem. 	<ul style="list-style-type: none"> • Develops and applies stress reduction strategies to cope with long exposure to numerous stressors or stressful situations. • Recognizes personal limits for workload and negotiates adjustments to minimize the effects of stress, while still ensuring appropriate levels of productivity. • Controls own emotions and calms others in stressful situations. 	<ul style="list-style-type: none"> • Demonstrates behaviours that help others remain calm, yet focused and energized during periods of extreme stress affecting the organization. • Maintains composure and shows self-control in the face of significant challenge facing the organization. • Suspends judgment; thinks before acting. • Identifies and consistently models ways of releasing or limiting stress within the organization.

Teamwork

Working collaboratively with others to achieve common goals and positive results				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Participates as a team member</i>	<i>Fosters teamwork</i>	<i>Demonstrates leadership in teams</i>	<i>Capitalizes on teamwork opportunities</i>	<i>Builds bridges between teams</i>
<ul style="list-style-type: none"> • Assumes personal responsibility and follows up to meet commitments to others. • Understands the goals of the team and each team member's role within it. • Deals honestly and fairly with others, showing consideration and respect. • Willingly gives support to co-workers and works collaboratively rather than competitively. • Shares experiences, knowledge and best practices with team members. 	<ul style="list-style-type: none"> • Assumes responsibility for work activities and coordinating efforts. • Promotes team goals. • Seeks others' input and involvement and listens to their viewpoints. • Shifts priorities, changes style and responds with new approaches as needed to meet team goals. • Suggests or develops methods and means for maximizing the input and involvement of team members. • Acknowledges the work of others. 	<ul style="list-style-type: none"> • Builds relationships with team members and with other work units. • Fosters team spirit and collaboration within teams • Discusses problems/ issues with team members that could affect results. • Communicates expectations for teamwork and collaboration. • Facilitates the expression of diverse points of view to enhance teamwork. • Capitalizes on the strengths of all members. • Gives credit for success and acknowledges contributions and efforts of individuals to team effectiveness. 	<ul style="list-style-type: none"> • Initiates collaboration with other groups/ organizations on projects or methods of operating. • Capitalizes on opportunities and addresses challenges presented by the diversity of team talents. • Supports and encourages other team members to achieve objectives. • Encourages others to share experience, knowledge and best practices with the team. • Encourages the team to openly discuss what can be done to create a solution or alternative. 	<ul style="list-style-type: none"> • Facilitates collaboration across the organization and with other organizations to achieve a common goal. • Builds strong teams that capitalize on differences in expertise, competencies and background. • Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.

Team Leadership

Leading and supporting a team to achieve results				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Keeps the team informed</i>	<i>Ensures the needs of the team and of members are met</i>	<i>Ensures team member input</i>	<i>Empowers the team</i>	<i>Inspires team members</i>
<ul style="list-style-type: none"> • Ensures that team members have the necessary information to operate effectively. • Establishes the direction/goal(s) for the team. • Lets team members affected by a decision know exactly what is happening and gives a clear rationale for the decision. • Sets an example for team members (e.g., respect of others' views, team loyalty, cooperating with others). 	<ul style="list-style-type: none"> • Makes sure the practical needs of the team and team members are met. • Makes decisions by taking into account the differences among team members, and overall team requirements and objectives. • Ensures that the team's tasks are completed. • Accepts responsibility for the team's actions and results. 	<ul style="list-style-type: none"> • Values and encourages others' input and suggestions. • Stimulates constructive discussion of different points of view, focusing on the organization's strategic objectives, vision or values. • Builds cooperation, loyalty and helps achieve consensus. • Provides constructive feedback and recognizes all contributions. • Ensures the respective 	<ul style="list-style-type: none"> • Communicates team successes and organization-wide contribution to other organizational members. • Encourages the team to promote their work throughout the organization. • Establishes the team's credibility with internal and external stakeholders. 	<ul style="list-style-type: none"> • Builds the commitment of the team to the organization's mission, goals and values. • Aligns team objectives and priorities with the broader objectives of the organization. • Ensures that appropriate linkages/partnerships between teams are maintained. • Creates an environment where team members consistently push to improve team performance and productivity.

Values and Ethics

Fostering and supporting the principles and values of the organization and the Public Service as a whole				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Demonstrates behaviours consistent with the organization's values</i>	<i>Identifies ethical implications</i>	<i>Aligns team with organization's values and ethics</i>	<i>Promotes the organization's values and ethics</i>	<i>Exemplifies and demonstrates the organization's values and ethics</i>
<ul style="list-style-type: none"> • Treats others fairly and with respect. • Takes responsibility for own work, including problems and issues. • Uses applicable professional standards and established procedures, policies and/or legislation when taking action and making decisions. • Identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them. • Anticipates and prevents breaches in confidentiality and/or security. 	<ul style="list-style-type: none"> • Identifies and considers different ethical aspects of a situation when making decisions. • Identifies and balances competing values when selecting approaches or recommendations for dealing with a situation. 	<ul style="list-style-type: none"> • Fosters a climate of trust within the work team. • Implements processes and structures to deal with difficulties in confidentiality and/or security. • Ensures that decisions take into account ethics and values of the organization and Public Service as a whole. • Interacts with others fairly and objectively. 	<ul style="list-style-type: none"> • Advises others in maintaining fair and consistent dealings with others and in dealing with ethical dilemmas. • Deals directly and constructively with lapses of integrity (e.g., intervenes in a timely fashion to remind others of the need to respect the dignity of others). 	<ul style="list-style-type: none"> • Defines, communicates and consistently exemplifies the organization's values and ethics. • Ensures that standards and safeguards are in place to protect the organization's integrity (e.g., professional standards for financial reporting, integrity/security of information systems). • Identifies underlying issues that impact negatively on people and takes appropriate action to rectify the issues (e.g., systemic discrimination).

Visioning and Strategic Direction

Developing and inspiring commitment to a vision of success; supporting, promoting and ensuring alignment with the organization's vision and values				
Level 1	Level 2	Level 3	Level 4	Level 5
<i>Demonstrates personal work alignment</i>	<i>Promotes team alignment</i>	<i>Aligns program/operational goals and plans</i>	<i>Influences strategic direction</i>	<i>Develops vision</i>
<ul style="list-style-type: none"> • Sets personal work goals in line with operational goals of work area. • Continually evaluates personal progress and actions to ensure alignment with organizational vision and operational goals. • Liaises with others to ensure alignment with the business goals and vision of the organization. 	<ul style="list-style-type: none"> • Effectively communicates and interprets the strategic vision to employees within area of responsibility. • Clearly articulates and promotes the significance and impact of employee contributions to promoting and achieving organizational goals. • Monitors work of team to ensure alignment with strategic direction, vision and values for the organization. • Identifies potential future directions for work area in line with vision. 	<ul style="list-style-type: none"> • Works with teams to set program/operational goals and plans in keeping with the strategic direction. • Regularly promotes the organization, its vision and values to clients, stakeholders and partners. • Works with staff to set strategic goals for own sector of the organization. • Assesses the gap between the current state and desired future direction and establishes effective ways for closing the gap in own sector. 	<ul style="list-style-type: none"> • Foresees obstacles and opportunities for the organization and acts accordingly. • Defines issues, generates options and selects solutions, which are consistent with the strategy and vision. • Scans, seeks out and assesses information on potential future directions. • Provides direction and communicates the vision to encourage alignment within the organization. • Energetically and persistently promotes strategic objectives with colleagues in other business lines. 	<ul style="list-style-type: none"> • Leads the development of the vision for the organization. • Defines and continuously articulates the vision and strategy in the context of wider government priorities. • Describes the vision and values in compelling terms to develop understanding and promote acceptance/commitment among staff and stakeholders. • Identifies, conceptualizes and synthesizes new trends or connections between organizational issues and translates them into priorities for the organization.