Competency Framework for the Leadership Job Families

1. Introduction

All leaders are expected to demonstrate proficiency in the six Leadership competencies:
- Create Vision and Strategy
- Mobilize People
- Uphold Integrity and Respect
- Collaborate with Partners and Stakeholders
- Promote Innovation and Guide Change
- Achieve Results

Some leadership positions may also require technical competencies from other job families. In those cases, the supervisor and employee should refer to that particular job family to determine the appropriate technical competencies and level of proficiency for those competencies.

This Framework defines the competencies against which leaders will be measured, outlines effective behaviours associated with each competency by leadership level, and identifies ineffective behaviours for each competency, applicable to all levels of leadership.

2. Definitions

Create Vision & Strategy

Leaders define the future and chart a path forward. They are adept at understanding and communicating context, factoring in the economic, social and political environment. Intellectually agile, they leverage their deep and broad knowledge, build on diverse ideas and perspectives and create consensus around compelling visions. Leaders balance organizational and government-wide priorities and improve outcomes for Canada and Canadians.

Mobilize People

Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.

Uphold Integrity and Respect

Leaders exemplify ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth.

Collaborate with Partners and Stakeholders

Leaders are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

Promote Innovation and Guide Change

Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take change in their stride, aligning and adjusting milestones and targets to maintain forward momentum.

Achieve Results

Leaders mobilize and manage resources to deliver on the priorities of the Government, improve outcomes and add value. They consider context, risks and business intelligence to support high-quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

Effective Behaviours

Executive Vice President - Shape

Create Vision and Strategy

- Frames emerging issues and provides advice that reflects a thorough understanding of the environment
- Engages others to develop clear, concise and viable strategies for implementation
- Contributes expertise and insight to the development of the departmental vision and strategy
- Establishes and communicates organizational priorities aligned with the department's vision and goals
- Commits to the implementation of strategies that improve outcomes for Canada and Canadians

Mobilize People

- Creates a sense of common purpose and direction in the organization and among colleagues
- Sets and communicates clear performance expectations and exercises rigorous oversight
- Identifies, manages and supports collective and individual talent
- Cultivates an environment committed to continuous learning and professional development
- Creates a positive environment to encourage open and constructive dialogue
- Sets challenging goals for self and models dedication and high performance

Uphold Integrity and Respect

- Values and provides authentic, evidence-based advice in the interest of Canadians
- Holds self and the organization to the highest ethical and professional standards
- Models and builds a culture of commitment to citizen-focused service and the public interest
- Builds and promotes a bilingual, inclusive, healthy organization respectful of the diversity of people and their skills and free from harassment and discrimination
- Exemplifies impartial and non-partisan decision-making
- Engages in self-reflection and acts upon insights

Collaborate with Partners and Stakeholders

- Builds and nurtures effective and collaborative relationships
- Seeks and forms strategic alliances with partners and stakeholders to continuously improve upon results
- Engages colleagues to deliver on horizontal initiatives
- Actively listens to understand the impact of issues and perspectives of others

- Generates support from partners and stakeholders through influence and negotiation
- Acknowledges the contribution of others in achieving objectives

Promote Innovation and Guide Change

- Defines and communicates the parameters of acceptable risk
- Creates a safe environment for creativity and learns from setbacks and mistakes
- Advances and implements strategies that manage the scope and pace of change
- Addresses barriers to new ideas and negotiates solutions to maximize potential for innovation
- Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity

Achieve Results

- Develops strategies to maximize the effectiveness of resources, improve outcomes and results
- Ensures rigorous planning and implementation to deliver on priorities
- Delegates responsibility and accountability to appropriate levels
- Informs decision-making with sound understanding of context, data and evidence
- Sets high expectations by exemplifying stewardship of financial and organizational resources
- Makes challenging decisions and takes action at the opportune time
- Takes ownership and acknowledges impact and outcome of decisions

Vice-President/Professional Leader - Guide
Create Vision and Strategy

- Interprets context and identifies implications of key issues in the environment
- Engages others to secure commitment to implementation objectives
- Contributes expertise and insight to the development of organizational priorities and strategy
- Communicates vision and priorities with clarity and conviction
- Establishes strategies that respond to organizational priorities that improve outcomes for Canada and Canadians

Mobilize People

- Creates a sense of common purpose and direction in the organization and among colleagues
- Sets clear expectations and conducts oversight of performance management practices
- Commits to the development of organizational and individual talent
- Gives honest feedback, recognizes performance and manages non-performance
- Creates opportunities for open and constructive dialogue
- Sets challenging goals for self and models dedication and high performance

Uphold Integrity and Respect

- Values and provides authentic, evidence-based advice in the interest of Canadians
- Holds self and the organization to the highest ethical and professional standards
- Models commitment to citizen-focused service and the public interest
- Creates opportunities that encourage bilingualism and diversity
- Advances strategies to foster an inclusive, healthy organization, respectful of the diversity of people and their skills and free from harassment and discrimination
- Exemplifies impartial and non-partisan decision-making
- Engages in self-reflection and acts upon insights

Collaborate with Partners and Stakeholders

- Builds and nurtures effective and collaborative relationships
- Seeks opportunities to advance strategic alliances with partners and stakeholders
- Engages colleagues to contribute to horizontal initiatives
- Actively listens to understand the impact of issues and perspectives of others
- Identifies opportunities and develops strategies for collaboration
- Acknowledges the contribution of others in achieving objectives

Promote Innovation and Guide Change

- Develops and implements sound risk management strategies
- Fosters an environment that is open to creativity and responsible risk-taking
- Learns from setbacks and mistakes to ensure continuous improvement
- Engages and supports employees in adapting to the scope and pace of change
- Anticipates barriers to new ideas and identifies solutions to maximize potential for innovation
- Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity

Achieve Results

- Implements strategies to align people, work and systems to improve outcomes and maximize results
- Ensures that the pace, scope and cost of initiatives are planned, monitored and controlled
- Delegates responsibility and accountability to appropriate levels
- Informs decision-making with sound understanding of context, data and evidence
- Demonstrates and promotes stewardship of financial and organizational resources
- Makes challenging decisions and takes action at the opportune time
- Takes ownership and acknowledges impact and outcome of decisions

Director – Apply
Create Vision and Strategy

- Informs analysis with a thorough understanding of the environment
- Translates implementation strategies, objectives and direction into concrete activities
- Contributes expertise and insight to the development and implementation of organizational strategies
- Communicates with clarity and conviction
- Responds to changes in direction and organizational priorities
- Designs and implements solutions to operational challenges

Mobilize People

- Creates a sense of common purpose and direction in the organization and among colleagues
- Sets clear expectations, monitors and evaluates performance
- Establishes learning and development plans and provides opportunities for continuous learning and development
- Gives honest feedback, recognizes performance and addresses non-performance
- Engages employees to gather ideas and input to build cohesive teams
- Sets challenging goals for self and models dedication and high performance

Uphold Integrity and Respect

- Values and provides authentic, evidence-based advice in the interest of Canadians
- Holds self and the organization to the highest ethical and professional standards
- Models commitment to citizen-focused service and the public interest
- Supports the use of both official languages in the workplace
- Implements practices to advance an inclusive, healthy organization, that is free from harassment and discrimination
- Promotes and respects the diversity of people and their skills
- Recognizes and responds to matters related to workplace well-being
- Carries out decisions in an impartial, transparent and non-partisan manner
- Engages in self-reflection and acts upon insights

Collaborate with Partners and Stakeholders

- Builds and nurtures effective and collaborative networks and relationships with communities of practice, colleagues and stakeholders
- Seeks and leverages opportunities to enhance outcomes through partnerships
- Encourages employees to participate in collaborative initiatives
- Actively listens to understand the impact of issues and perspectives of others
- Implements and communicates strategies that enhance collaboration
- Acknowledges the contribution of others in achieving objectives

Promote Innovation and Guide Change

- Encourages and applies sound risk management practices
- Identifies opportunities for and barriers to innovation

- Proposes creative practices, concepts or products
- Encourages employees to generate new and innovative approaches
- Adjusts practices to address lessons learned following setbacks and mistakes
- Adapts plans in response to changes in direction and priorities
- Understands the impact of change on employees and takes appropriate action
- Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity

Achieve Results

- Aligns people with work in order to achieve organizational objectives and results
- Monitors and controls work unit resources
- Sets and revises operational plans to reflect changing priorities or conditions
- Informs decisions-making with sound understanding of context, data and evidence
- Demonstrates and promotes stewardship of financial and organizational resources
- Makes challenging decisions and takes action at the opportune time
- Takes ownership and acknowledges impact and outcome of decisions

Ineffective Behaviours (all levels)

Create Vision and Strategy

- Fails to consider resource constraints when developing strategies and plans
- Allows day-to-day issues to obstruct critical long-term planning
- Overlooks issues and information that may hinder the implementation of key aspects of the vision

Mobilize People

- Limits access to information beyond the requirements of discretion and policy
- Is insensitive to, or unaware of, the diverse needs, aspirations and capabilities of team members
- Fails to consider the input of others when inclusiveness and engagement are key to team performance and morale
- Allows own stress to interfere with team efforts

Uphold Integrity and Respect

- Places personal goals ahead of Government of Canada objectives
- Shows favouritism or bias
- Does not take action to address situations of wrongdoing
- Mistreats others and takes advantage of the authority vested in the position

Collaborate with Partners and Stakeholders

- Operates independently without reference to the wider system of knowledge and experience
- Fails to explore the different concerns and perspectives of stakeholders or partners
- Remains inflexible and stays committed to a single outcome

Promote Innovation and Guide Change

- Leaves staff to work through changes on their own, or gives inadequate time to acknowledge concerns
- Implements change in an unstructured way causing confusion about priorities and timelines
- Resists change even when existing methods are inadequate

Achieve Results

- Provides direction that is either insufficient or overly prescriptive and controlling
- Argues against or impedes decisions made by the organization
- Attributes failures to individuals or previous administrations
- Focuses on process at the expense of results
- Abdicates decision-making responsibilities to other levels