



Government  
of Canada

Gouvernement  
du Canada

# Behaviours

## Effective

### Key Leadership Competencies

#### Effective Behaviours

Deputy Minister to Supervisor

# DEPUTY MINISTER

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

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

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

### **Analysis**

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

### **Ideas**

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

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

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

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

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

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

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

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

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

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

# ASSISTANT DEPUTY MINISTER

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

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

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

### **Analysis**

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

### **Ideas**

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

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

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

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

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

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

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

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

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

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

# DIRECTOR GENERAL

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

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

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

### **Analysis**

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

### **Ideas**

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

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

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

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

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

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

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

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

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

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

# DIRECTOR

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

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

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

### **Analysis**

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

### **Ideas**

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

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

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



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

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

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

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

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

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

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

# MANAGER

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

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

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

### **Analysis**

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

### **Ideas**

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

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

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

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

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

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

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

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

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

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

# SUPERVISOR

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

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

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

### **Analysis**

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

### **Ideas**

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

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

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

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

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

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

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

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

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

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





