

The Profile

We are pleased to provide you with the Key Leadership Competencies Profile, which includes:

- ▶ a model comprised of four competencies and accompanying definitions (common to **all** management levels in all departments);
- ▶ specific Effective Behaviours for **each** competency for each of the six levels of the continuum, i.e. Deputy Minister (DM), Assistant Deputy Minister (ADM), Director General (DG), Director, Manager, and Supervisor; and
- ▶ generic Ineffective Behaviours for each competency for **all** levels in the leadership continuum.

The Profile targets current and future leadership priorities of the Public Service. It reflects the skills, abilities, and characteristics that our leaders need to meet the challenges of today and tomorrow. The Profile establishes Values and Ethics as the foundation of leadership and links directly to the Management Accountability Framework (MAF). This much-simplified tool supports the objective of modernizing Human Resources Management (HRM).

Some of the Effective Behaviours are the same for all levels of the continuum, e.g. personal integrity. Others may vary in terms of factors such as context, impact of error, or frequency. Still others are specific to a particular level, such as those pertaining to the relationship between Deputy Ministers and Ministers.

Consultation indicated that behaviours that were considered ineffective were consistent throughout the continuum. Therefore, a generic set of Ineffective Behaviours is provided for **all** levels. These should be very helpful in the Performance Management dialogue.

