

# Using the Profile

## How Knowledge Fits In

Knowledge is content, while competencies are behaviours or applications of that content. Both are important; for example, to integrate values and ethics, including the *Values and Ethics Code for the Public Service*, into departmental practices, one has to be familiar with the Code. PSHRMAC, in consultation with key stakeholders, is currently identifying management knowledge needs that are required for the Public Service. Specific knowledge can be identified for functional communities or departments to tailor the profile to their specific needs.

## Using the Profile

Departments can implement the Profile as is or adapt it and supplement the leadership competencies to reflect their particular requirements. Some departments have already done extensive work in competencies and may only want to make adjustments to reflect the revised competencies.

Departments need the flexibility to reflect their own requirements. The competencies can be weighed differently to do this; for example, in new organizations, strategic thinking to develop a new policy framework may be stressed, whereas, in organizations seeking to implement a new policy, management excellence may be key.

When using the Profile, the level of detail required will depend on the application. For example, in establishing the staffing requirements of a position, one may need to simply refer to the four competencies; whereas, to guide a performance discussion, it may be useful to have the effective and ineffective behaviours as well.

Departments can now begin integrating the Profile into their HRM strategies. Central Agencies are reflecting the Profile in corporate initiatives and will work closely with departments and other stakeholders to provide the advice and tools necessary to enable Public Service-wide Competency-based HRM.

