Professional/Behavioral Competencies

Professional Competencies

- **Adaptability**
- **Continuous Learning**
- **Communication**
- **Organizational & Environmental Awareness**
- **Creative Thinking**
- **Networking/Relationship building**
- **Conflict Management**
- **Resource Management**
- **Risk Management**
- **Stress Management**
- **Influence**
- **Initiative**
- **Team Leadership**
- **Change Leadership**
- **Planning & Organizing**
- **Decision Making**
- **Analytical Thinking**
- **Teamwork**
- **Visioning & strategic Direction**

Adaptability

Definition

- Adjusting own behaviors 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
Recognizes how change will affect work	Adapts one's work to a situation	Adapts to a variety of changes	Adapts to large, complex and/or frequent changes	Adapts organizational strategies
Accepts that things will change	Adapts personal approach to meet the needs of different or new situations.	Adapts to new ideas and initiatives across a wide variety of issues or situations.	Publicly supports and adapts to major/fundamental changes that show promise of improving established ways of operating.	Anticipates change and makes large or long-term adaptations in organization in response to the needs of the situation.
Seeks clarification when faced with ambiguity or uncertainty	Seeks guidance in adapting behaviour to the needs of a new or different situation	Shifts priorities, changes style and responds with new approaches as needed to deal with new or changing demands.	Seeks opportunities for change in order to achieve improvement in work processes, systems, etc.	Performs effectively amidst continuous change, ambiguity and, at times, apparent chaos.
Demonstrates willingness to try new approaches			Maintains composure and shows self control in the face of challenges and change.	Shifts readily between dealing with macro-strategic issues and critical details.
Suspends judgment; thinks before acting				

Continuous Learning

Definition

■ 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
Assesses and monitors oneself to maintain personal effectiveness	Seeks to improve personal effectiveness in current situation	Seeks learning opportunities beyond current requirements	Aligns personal development with objectives of organization	Aligns personal learning with anticipated change in organizational strategy
Continually self-assesses and seeks feedback from others to identify strengths and weaknesses and ways of improving	Tries new approaches to maximize learning in current situation	Sets challenging goals and standards of excellence for self in view of growth beyond current job.	Designs personal learning objectives based on evolving needs of the portfolio or business unit	Identifies future competencies and expertise required by the organization and develops and pursues learning plans accordingly
Pursues learning opportunities and ongoing development.	Takes advantage of learning opportunities (e.g., courses, observation of others, assignments, etc.).	Actively pursues self-development on an ongoing basis (technically and personally).	Uses organizational change as an opportunity to develop new skills and knowledge.	Continuously scans the environment to keep abreast of emerging developments in the broader work context
	Integrates new learning into work methods.	Pursues assignments designed to challenge abilities.		

Communication

Definition

■ Listening to others and communicating in an effective manner that fosters open communication

Level 1	Level 2	Level 3	Level 4	Level 5
Listens & clearly presents information	Fosters two-way communication	*Adapts communication to others*	Communicates complex messages	Communicates strategically
Makes self available and clearly encourages others to initiate communication	Elicits comments or feedback on what has been said.	Adapts content, style, tone and medium of communication to suit the target audience's language, cultural background and level of understanding.	Handles complex on-the-spot questions (e.g., from senior public officials, special interest groups or the media).	Communicates strategically to achieve specific objectives (e.g., considering such aspects as the optimal message to present, timing and forum of communication).
Listens actively and objectively without interrupting	Maintains continuous open and consistent communication with others	Takes others' perspectives into account when communicating, negotiating or presenting arguments (e.g., presents benefits from all perspectives).	Communicates complex issues clearly and credibly with widely varied audiences	Identifies and interprets departmental policies and procedures for superiors, subordinates and peers .
Checks own understanding of others' communication (e.g., repeats or paraphrases, asks additional questions).	Openly and constructively discusses diverse perspectives that could lead to misunderstandings.	Responds to and discusses issues/questions in an understandable manner without being defensive and while maintaining the dignity of others.	Uses varied communication systems, methodologies and strategies to promote dialogue and shared understanding.	Acknowledges success and the need for improvement.
Presents appropriate information in a clear and concise manner, both orally and in writing.	Communicates decisions or recommendations that could be perceived negatively, with sensitivity and tact.	Anticipates reactions to messages and adapts communications accordingly .	Delivers difficult or unpopular messages with clarity, tact and diplomacy.	

Organizational and Environmental Awareness

Definition

- 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
Understands formal structure	Understands informal structure and culture	Effectively operates in external environments	Understands organizational politics, issues and external influences	Operates effectively in a broad spectrum of political, cultural and social milieu
Monitors work to ensure it aligns with formal procedures and the organization's accountabilities.	Uses informal structures; can identify key decision-makers and influencers.	Achieves solutions acceptable to varied parties based on understanding of issues, climates and cultures in own and other organizations.	Anticipates issues, challenges and outcomes and effectively operates to best position the organization.	Demonstrates broad understanding of social and economic context within which the organization operates.
Recognizes and uses formal structure, rules, processes, methods or operations to accomplish work.	Effectively uses both formal and informal channels or networks for acquiring information, assistance and accomplishing work goals.	Accurately describes the issues and culture of external stakeholders. Uses this information to negotiate goals and initiatives.	Supports the changing culture and methods of operating, if necessary, for the success of the organization.	Understands and anticipates the potential trends of the political environment and the impact these might have on the organization.
Actively supports the public service mission and goals			Ensures due diligence by keeping informed of business and operational plans and practices.	Operates successfully in a variety of social, political and cultural environments
				Uses organizational culture as a means to influence and lead the organization.

Creative Thinking

Definition
■ 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
Acknowledges the need for new approaches	Modifies current approaches	Introduces new approaches	Creates new concepts	Nurtures creativity
Is open to new ideas	Analyzes strengths and weaknesses of current approaches.	Searches for ideas or solutions that have worked in other environments and applies them to the organization	Integrates and synthesizes relevant concepts into a new solution for which there is no previous experience	Develops an environment that nurtures creative thinking, questioning and experimentation.
Questions the conventional approach and seeks alternatives.	Modifies and adapts current methods and approaches to better meet needs.	Uses existing solutions in innovative ways to solve problems	Creates new models and methods for the organization.	Encourages challenges to conventional approaches.
Recognizes when a new approach is needed; integrates new information quickly while considering different options	Identifies alternate solutions based on precedent.	Sees long-term consequences of potential solutions	Identifies flexible and adaptable solutions while still recognizing professional and organizational standards	Sponsors experimentation to maximize potential for innovation
	Identifies an optimal solution after weighing the advantages and disadvantages of alternative approaches.			

Networking / Relationship Building

Definition
■ 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
Accesses sources of information	Builds key contacts	Seeks new networking opportunities for self and others.	Strategically expands networks	Creates networking opportunities
Seeks information from others (e.g., colleagues, customers).	Seeks out the expertise of others and develops links with experts and information sources	Seeks opportunities to partner and transfer knowledge (e.g., by actively participating in trade shows, conferences, meetings, committees, multi-stakeholder groups and/or seminars).	Builds networks with parties that can enable the achievement of the organization's strategy	Creates and facilitates forums to develop new alliances and formal networks
Maintains personal contacts in other parts of the organization with those who can provide work-related information.	Develops and nurtures key contacts as a source of information	Cultivates personal networks in different parts of the organization and effectively uses contacts to achieve results..	Brings informal teams of experts together to address issues/needs, share information and resolve differences, as required.	Identifies areas to build strategic relationships
	Participates in networking and social events internal and external to the organization	Initiates and develops diverse relationships.	Uses knowledge of the formal or informal structure and the culture to further strategic objectives.	Contacts senior officials to identify potential areas of mutual, long-term interest.

Conflict Management

Definition
■ Preventing, managing and/or resolving conflicts

Level 1	Level 2	Level 3	Level 4	Level 5
Identifies conflict	Addresses existing conflict	Anticipates and addresses sources of potential conflict	Introduces strategies for resolving existing and potential conflict	Creates an environment where conflict is resolved appropriately
Recognizes that there is a conflict between two or more parties.	Listens to differing points of view and emphasizes points of agreement as a starting point to resolving differences..	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).	Provides consultation to or obtains consultation / mediation for those who share few common interests and who are having a significant disagreement.	Creates a conflict-resolving environment by anticipating and addressing areas where potential misunderstanding and disruptive conflict could emerge.
Brings conflict to the attention of the appropriate individual(s).	Openly identifies shared areas of interest in a respectful and timely manner.	Refocuses teams on the work and end-goals, and away from personality issues.	Introduces innovative strategies for effectively dealing with conflict (e.g., mediation, collaborative and "mutual gains" strategies).	Models constructive approaches to deal with opposing views when personally challenging the status quo and when encouraging others to do so as well.

Resource Management

Definition

■ 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
Uses resources effectively	Ensures effective use of resources	Controls resource use	Implements systems to ensure stewardship of resources	Ensures strategic stewardship of resources
Protects and uses resources and assets in a conscientious and effective manner	Monitors and ensures the efficient and appropriate use of resources and assets.	Allocates and controls resources and assets within own area	Identifies gaps in resources that impact on the organization's effectiveness	Directs resources to those areas where they will most effectively contribute to long-term goals.
Identifies wasteful practices and opportunities for optimizing resource use	Explores ways of leveraging funds to expand program effectiveness.	Implements ways of more effectively utilizing resources and assets.	Develops strategies to address resource gaps/issues.	Sets overall direction for how resources and assets are to be used in order to achieve the vision and values
		Assigns and communicates roles and accountabilities to maximize team effectiveness; manages workload.	Ensures alignment of authority, responsibility and accountability with organizational objectives.	Institutes organization-wide mechanisms and processes to promote and support resource management.
			Ensures that information and knowledge sharing is integrated into all programs and processes.	

Risk Management

Definition

■ Identifying, assessing and managing risk while striving to attain objectives

Level 1	Level 2	Level 3	Level 4	Level 5
Describes risk factors related to a situation/activity.	Takes calculated risks	Personally takes significant risks	Designs strategies for dealing with high-risk initiatives	Provides organizational guidance on risk
Uses past experience and best practices to identify underlying issues, potential problems and risks.	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).	Personally takes calculated risks with significant consequences (e.g., significant loss of time or money) but which can be rectified	Implements initiatives with high potential for pay-off to the organization, where errors cannot be rectified, or only rectified at significant cost.	Provides a supportive environment for responsible risk taking (e.g., by supporting decisions of others).
Plans for contingencies.	Makes decisions based on risk analysis	Anticipates the risks involved in taking action	Conducts risk assessment when identifying or recommending strategic and tactical options	Oversees the development of guidelines, principles and approaches to assist decision-making when risk is a factor
Identifies possible cause-effect relationships	Makes decisions in the absence of complete information	Identifies possible scenarios regarding outcomes of various options for action	Encourages responsible risk taking, recognizing that every risk will not pay off.	Provides guidance on the organizational tolerance for risk.
		Conducts ongoing risk analysis, looking ahead for contingent liabilities and opportunities and astutely identifying the risks involved		Develops broad strategies that reflect in-depth understanding and assessment of operational, organizational, and political realities and risks.

Stress Management

Definition

■ Maintaining effectiveness in the face of stress

Level 1	Level 2	Level 3	Level 4	Level 5
Works in low level stress situations	Adjusts to temporary peaks in stress levels	Adapts to prolonged stress	Employs stress management strategies	Deals with stress affecting the organization
Keeps functioning effectively during periods of on-going low intensity stress	Maintains composure when dealing with short but intense stressful situations.	Effectively withstands the effects of prolonged exposure to one or few stressors by modifying work methods.	Develops and applies stress reduction strategies to cope with long exposure to numerous stressors or stressful situations.	Demonstrates behaviours that help others remain calm, yet focused and energized during periods of extreme stress affecting the organization
Maintains focus during situations involving limited stress.	Understands personal stressors and takes steps to limit their impact.	Maintains sound judgment and decision making despite on-going stressful situations.	Recognizes personal limits for workload and negotiates adjustments to minimize the effects of stress, while still ensuring appropriate levels of productivity.	Maintains composure and shows self-control in the face of significant challenge facing the organization
Seeks to balance work responsibilities and personal life responsibilities	Keeps issues and situations in perspective and reacts appropriately (e.g., does not overreact to situations, what others say, etc.).	Controls strong emotions or other stressful responses and takes action to respond constructively to the source of the problem.	Controls own emotions and calms others in stressful situations.	Suspends judgment; thinks before acting
				Identifies and consistently models ways of releasing or limiting stress within the organization.

Influence

Definition

■ Gaining support from and convincing others to advance the objectives of the organization

Level 1	Level 2	Level 3	Level 4	Level 5
Uses facts and available information to persuade	Adapts rationale to influence others	Demonstrates the benefit of ideas	Builds coalitions, strategic relationships and networks	Designs complex influence strategies
Uses appeals to reason, data, facts and figures.	Anticipates the effect of one's approach or chosen rationale on the emotions and sensitivities of others.	Builds on successful initiatives and best practices internal and external to the organization to gain acceptance for ideas.	Assembles coalitions, builds behind-the-scenes support for ideas and initiatives.	Designs strategies that position and promote ideas and concepts to stakeholders.
Uses concrete examples, visual aids and demonstrations to make a point.	Adapts discussions and presentations to appeal to the needs or interests of others.	Presents pros and cons and detailed analyses to emphasize the value of an idea.	Develops an extensive network of contacts.	Uses indirect strategies to persuade, such as establishing alliances, using experts or third parties.
Describes the potential impact of own actions on others and how it will affect their perception of self.	Uses the process of give-and-take to gain support	Persuades others by drawing from experience and presenting multiple arguments in order to support a position.	Uses group process skills to lead or direct a group.	Gains support by capitalizing on understanding of political forces affecting the organization.
	Builds relationships through fair, honest and consistent behaviour			

Initiative

Definition

■ Identifying and dealing with issues proactively and persistently; seizing opportunities that arise

Level 1	Level 2	Level 3	Level 4	Level 5
Addresses current issues	Addresses imminent issues	Acts promptly in a crisis situation	Looks to the future	Encourages initiative in others
Recognizes and acts on present issues	Takes action to avoid imminent problem or to capitalize on imminent opportunity	Acts quickly to address a crisis situation drawing on appropriate resources and experience with similar situations.	Takes action to avoid or minimize potential problems or maximize potential opportunities in the future by drawing on extensive personal experience.	Fosters an environment that anticipates and acts upon potential threats and/or opportunities.
Offers ideas to address current situations or issues	Looks for ways to achieve greater results or add value.	Implements contingency plans when crises arise.	Defines and addresses high-level challenges that have the potential to advance the state-of-the art in an area.	Coaches others to spontaneously recognize and appropriately act on upcoming opportunities.
Works independently. Completes assignments without constant supervision.	Works persistently as needed and when not required to do so.	Exceeds requirements of job; takes on extra tasks	Starts and carries through on new projects	Gets others involved in supporting efforts and initiatives

Team Leadership

Definition

■ Leading and supporting a team to achieve results

Level 1	Level 2	Level 3	Level 4	Level 5
Keeps the team informed	Ensures the needs of the team and of members are met	Ensures team member input	Empowers the team	Inspires team members
Ensures that team members have the necessary information to operate effectively	Makes sure the practical needs of the team and team members are met.	Values and encourages others' input and suggestions.	Communicates team successes and organization-wide contribution to other organizational members.	Builds the commitment of the team to the organization's mission, goals and values
Establishes the direction/goal(s) for the team.	Makes decisions by taking into account the differences among team members, and overall team requirements and objectives	Stimulates constructive discussion of different points of view, focusing on the organization's strategic objectives, vision or values	Encourages the team to promote their work throughout the organization.	Aligns team objectives and priorities with the broader objectives of the organization.
Lets team members affected by a decision know exactly what is happening and gives a clear rationale for the decision.	Ensures that the team's tasks are completed	Builds cooperation, loyalty and helps achieve consensus	Establishes the team's credibility with internal and external stakeholders	Ensures that appropriate linkages/partnerships between teams are maintained.
Sets an example for team members (e.g., respect of others' views, team loyalty, cooperating with others).	Accepts responsibility for the team's actions and results.	Ensures the respective strengths of team members are used in order to achieve the team's overall objectives		Creates an environment where team members consistently push to improve team performance and productivity.

Change Leadership

Definition

- 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
Makes others aware of change	Underscores the positive nature of change	Manages the process for change	Aligns change initiatives with organizational objectives	Champions change
Identifies and accepts the need and processes for change	Promotes the advantages of change.	Identifies important / effective practices that should continue after change is implemented	Links projects/objectives to department's/public service's change initiatives and describes the impact on operational goals.	Creates an environment that promotes and encourages change or innovation.
Explains the process, implications and rationale for change to those affected by it.	Clarifies the potential opportunities and consequences of proposed changes.	Anticipates specific reasons underlying resistance to change and implements approaches that address resistance	Presents realities of change and, together with staff, develops strategies for managing it.	Shares and promotes successful change efforts throughout the organization
Invites discussion of views on the change	Explains how change affects current practices		Identifies future needs for change that will promote progress toward identified objectives.	Personally communicates a clear vision of the broad impact of change.

Planning and Organizing

Definition

■ 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
Plans tasks and organizes own work	Applies planning principles to achieve work goals	Develops plans for the business unit	Integrates and evaluates plans to achieve business goals.	Plans and organizes at a strategic level
Identifies requirements and uses available resources to meet own work objectives in optimal fashion.	Establishes goals and organizes work by bringing together the necessary resources.	Considers a range of factors in the planning process (e.g., costs, timing, customer needs, resources available, etc.).	Establishes alternative courses of action, organizes people and prioritizes the activities of the team to achieve results more effectively.	Develops strategic plans considering short-term requirements as well as long-term direction
Completes tasks in accordance with plans	Organizes work according to project and time management principles and processes.	Identifies and plans activities that will result in overall improvement to services.	Ensures that systems are in place to effectively monitor and evaluate progress	Plans work and deploys resources to deliver organization-wide results.
Monitors the attainment of own work objectives and/or quality of the work completed.	Practices and plans for contingencies to deal with unexpected events or setbacks	Challenges inefficient or ineffective work processes and offers constructive alternatives	Evaluates processes and results and makes appropriate adjustments to the plan.	Secures and allocates program or project resources in line with strategic direction.
Sets priorities for tasks in order of importance.	Makes needed adjustments to timelines, steps and resource allocation. Directs issues to appropriate bodies when unable to resolve them within own area of responsibility.	Anticipates issues and revise plans as required. Helps to remove barriers by providing resources and encouragement as needed.	Sets, communicates and regularly assesses priorities.	Sets and communicates priorities within the broader organization. Ensures sufficient resources are available to achieve set objectives.

Decision-Making

Definition

■ Making decisions and solving problems involving varied levels of complexity, ambiguity and risk

Level 1	Level 2	Level 3	Level 4	Level 5
Makes decisions based solely on rules	Makes decisions by interpreting rules	Makes decisions in situations where there is scope for interpretation of rules	Makes complex decisions in the absence of rules	Makes high-risk decisions in complex and ambiguous situations
Makes straightforward decisions based on pre-defined options using clear criteria/procedures	Applies guidelines and procedures that require some interpretation when dealing with exceptions.	Applies guidelines and procedures that leave considerable room for discretion and interpretation	Simplifies complex information from multiple sources to resolve issues	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.
Consults with others or refers an issue/situation for resolution when criteria are not clear.	Makes straight - forward decisions based on information that is generally clear and adequate.	Makes decisions by weighing several factors, some of which are partially defined and entail missing pieces of critical information.	Makes complex decisions for which there are no set procedures.	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.
Deals with exceptions within established parameters using clearly specified rules and procedures.	Considers the risks and consequences of action and/or decisions.	As needed, involves the right people in the decision-making process. Balances the risks and implications of decisions across multiple issue	Considers a multiplicity of interrelated factors for which there is incomplete and contradictory information. Balances competing priorities in reaching decisions.	Reaches decisions assuredly in an environment of public scrutiny. Assesses external and internal environments in order to make a well-informed decision.
Makes decisions involving little or no consequence of error. Verifies that the decision/resolution is correct	Makes decisions involving minor consequence of error. Seeks guidance as needed when the situation is unclear.	Develops solutions that address the root cause of the problem and prevent recurrence. Recognizes, analyzes and solves problems across projects and in complex situations.	Develops solutions to problems, balancing the risks and implications across multiple projects. Recommends solutions in an environment of risk and ambiguity.	Identifies the problem based on many factors, often complex and sweeping, difficult to define and contradictory (e.g., fiscal responsibility, the public good).

Analytical Thinking

Definition

■ Interpreting, linking, and analyzing information in order to understand issues

Level 1	Level 2	Level 3	Level 4	Level 5
Analyzes and synthesizes information	Identifies critical relationships	Analyses complex relationships	Applies broad analysis	Applies a systems perspective to the analysis of enterprise-wide issues
Breaks down concrete issues into parts and synthesizes succinctly	Sees connections, patterns or trends in the information available	Analyses complex situations, breaking each into its constituent parts.	Integrates information from diverse sources, often involving large amounts of information.	Identifies multiple relationships and disconnects in processes in order to identify options and reach conclusions.
Collects and analyses information from a variety of appropriate sources.	Identifies the implications and possible consequences of trends or events.	Recognizes and assesses several likely causal factors or ways of interpreting the information available.	Thinks several steps ahead in deciding on best course of action, anticipating likely outcomes.	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
Identifies the links between situations and information.	Draws logical conclusions, providing options and recommendations.	Identifies connections between situations that are not obviously related.	Develops and recommends policy framework based on analysis of emerging trends	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 benefits, national and global implications).
			Gathers information from many sources, including experts, in order to completely understand a problem/situation	

Teamwork

Definition

■ Working collaboratively with others to achieve common goals and positive results

Level 1	Level 2	Level 3	Level 4	Level 5
Participates as a team member	Fosters Teamwork	Demonstrates leadership in teams	Capitalizes on teamwork opportunities	Builds bridges between teams
Assumes personal responsibility and follows up to meet commitments to others.	Assumes responsibility for work activities and coordinating efforts. Promotes team goals.	Builds relationships with team members and with other work units. Fosters team spirit and collaboration within teams .	Initiates collaboration with other groups/ organizations on projects or methods of operating.	Facilitates collaboration across the organization and with other organizations to achieve a common goal.
Understands the goals of the team and each team member's role within it.	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.	Discusses problems/ issues with team members that could affect results. Communicates expectations for teamwork and collaboration	Capitalizes on opportunities and addresses challenges presented by the diversity of team talents. Supports and encourages other team members to achieve objectives	Builds strong teams that capitalize on differences in expertise, competencies and background.
Deals honestly and fairly with others, showing consideration and respect.	Suggests or develops methods and means for maximizing the input and involvement of team members.	Facilitates the expression of diverse points of view to enhance teamwork. Capitalizes on the strengths of all members.	Encourages others to share experience, knowledge and best practices with the team.	Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.
Willingly gives support to co-workers and works collaboratively rather than competitively. Shares experiences, knowledge and best practices with team members.	Acknowledges the work of others	Gives credit for success and acknowledges contributions and efforts of individuals to team effectiveness.	Encourages the team to openly discuss what can be done to create a solution or alternative.	

Visioning and Strategic Direction

Definition

- 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
Demonstrates personal work alignment	Promotes team alignment	Aligns program/operational goals and plans	Influences strategic direction	Develops vision
Sets personal work goals in line with operational goals of work area.	Effectively communicates and interprets the strategic vision to employees within area of responsibility.	Works with teams to set program/operational goals and plans in keeping with the strategic direction.	Foresees obstacles and opportunities for the organization and acts accordingly.	Leads the development of the vision for the organization.
Continually evaluates personal progress and actions to ensure alignment with organizational vision and operational goals.	Clearly articulates and promotes the significance and impact of employee contributions to promoting and achieving organizational goals.	Regularly promotes the organization, its vision and values to clients, stakeholders and partners.	Defines issues, generates options and selects solutions, which are consistent with the strategy and vision.	Describes the vision and values in compelling terms to develop understanding and promote acceptance/ commitment among staff and stakeholders.
Liaises with others to ensure alignment with the business goals and vision of the organization.	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.	Works with staff to set strategic goals for own sector of the organization.	Scans, seeks out and assesses information on potential future directions. Provides direction and communicates the vision to encourage alignment within the organization.	Identifies, conceptualizes and synthesizes new trends or connections between organizational issues and translates them into priorities for the organization.
	/Proactively helps others to understand the importance of the strategy and vision.	Assesses the gap between the current state and desired future direction and establishes effective ways for closing the gap in own sector.	Energetically and persistently promotes strategic objectives with colleagues in other business lines.	Defines and continuously articulates the vision and strategy in the context of wider government priorities.

End of Document