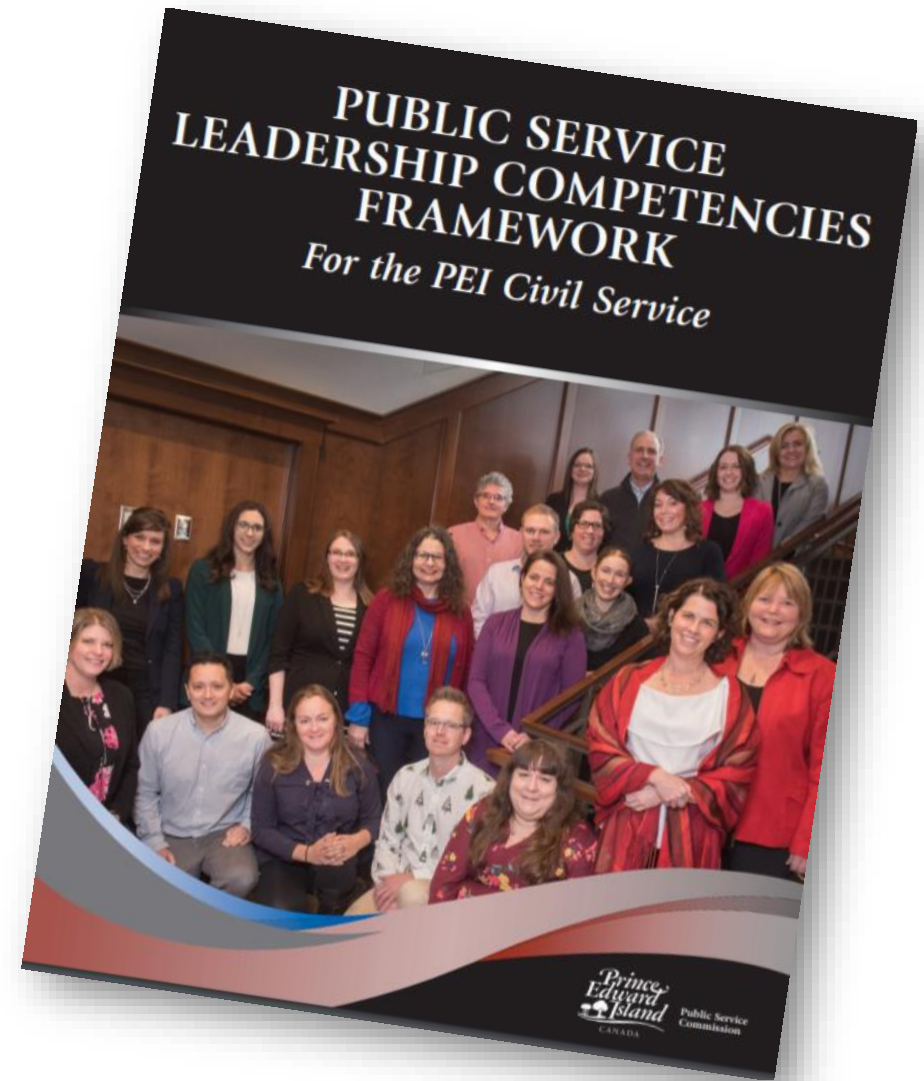


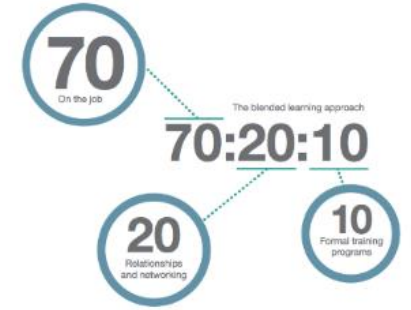
# Public Service Leadership Competencies Framework *For the Civil Service*



# The Five W's

- What are they and how are they used?
  - The Leadership Competencies are integrated within human resources processes and recruitment and can serve as the basis for selection, learning and development, performance and talent management of employees in the public service.
- Why are they important?
  - The Public Service in PEI is changing rapidly. Effective government requires dedicated and high-performing public service leaders who inspire others to do their best work for Prince Edward Island and our Island community.
- Who can use them and when?
  - Any employee in the organization has access to these leadership competencies. Whether you are an aspiring leader or someone in a leadership role, you can use them to guide self-reflection and assessment, or as current leaders for PD/ career planning and developing others, or for recruitment, or talent management. They can be used immediately and often by anyone.





## ***Background and Evidence Informed Planning***

**2016** - The Public Service Commission (PSC) contracted an external consultant to do research into how competencies are used in organizations, conduct an inter-jurisdictional scan and work in conjunction with the PSC to develop a leadership competency framework that would be appropriate for PEI Civil Service.

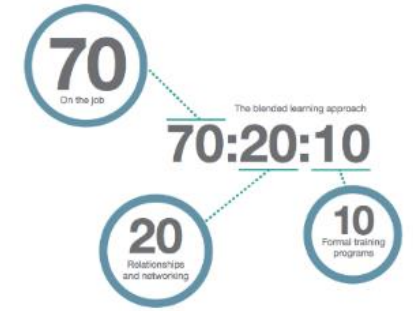
**2017** – The PSC’s Deputy Minister Council Ad Hoc provided feedback on initial draft of competencies. Inter-jurisdictional research through the Public Service Commissioner’s group revealed that while there are numerous leadership competencies frameworks, there is a need to strengthen the development of mid-level leaders, and specifically on “leading self” competency.

**2018** – The local advisory committee provided feedback and revisions to the proposed competency model were implemented. In addition, this working group began to develop a draft training model and strategy that could be implemented to support mid-level leaders in PEI.



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# *The Research: Mid Level Leaders*



- Research and evidence informing mid-level leaders (2017)
  - Lack of research and strategies re: best practices
  - The competency most in need was around “Leading Self”
- Issues
  - Lack of time to attend training
  - Insufficient evaluation of development options
  - The need to provide a variety of experiences/ mobility options
- Research identified a need to diversify learning approaches (70-20-10) and to nurture the leading self competency.
- We looked to best practices shared by British Columbia, Manitoba, and Northwest Territories to inform our Mid-Level Leaders Program



## ***Competencies and Job Descriptions***

- Competencies are the skills, attitudes and behaviours that demonstrate “how” a job should be done.
- Job descriptions describe “what” the work of the position is and what tasks are included.

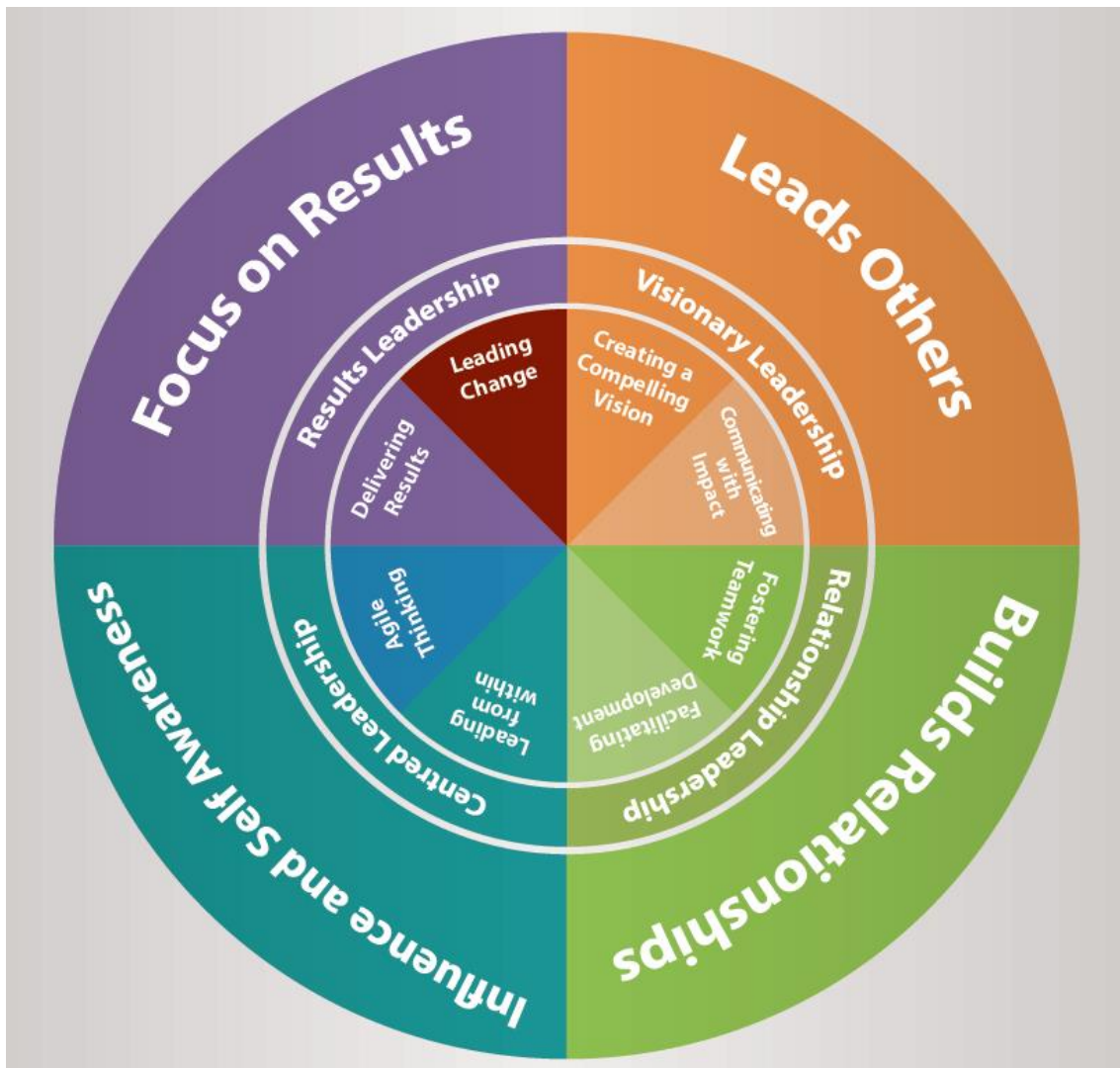
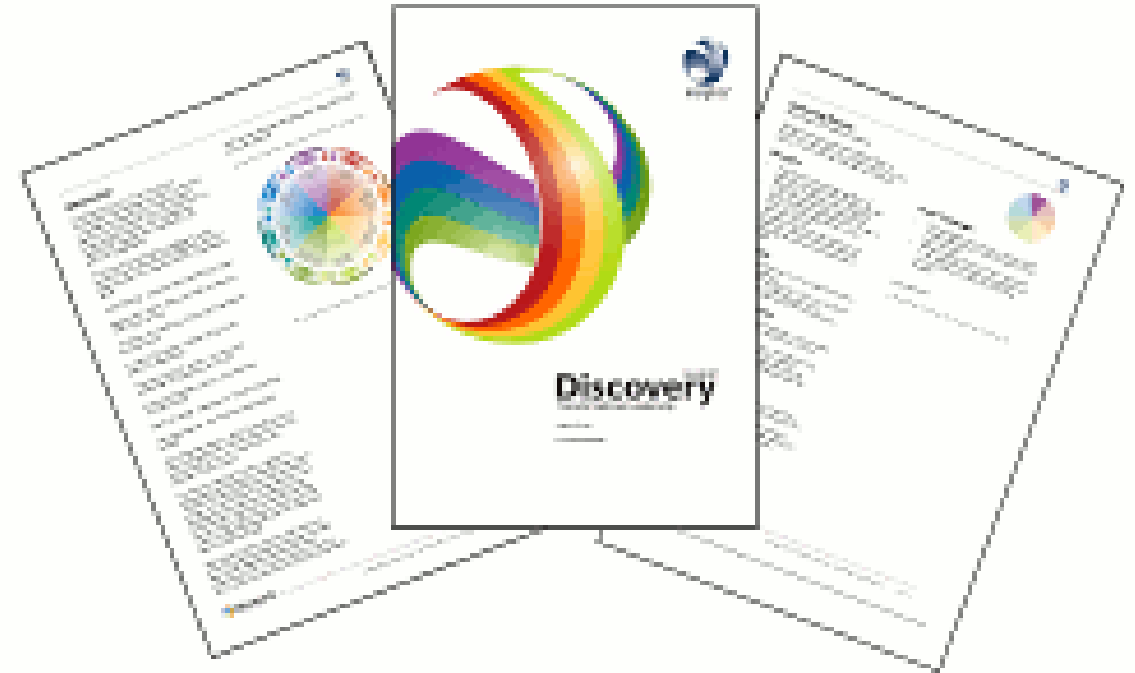




- 1. Influence and Self Awareness** - Understands their strengths and limitations and how these influence performance
- 2. Builds Relationships** - Establishes strong working partnerships with individuals, teams and others to create opportunities and develop the organization
- 3. Leads Others** - Models public service values of respect, accountability, integrity and excellence to build a positive workplace culture
- 4. Focus on Results** - Promotes vision linked to organizational objectives with a strong results orientation

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## ***Public Service Leadership Competencies + Insights***



## Influence and Self Awareness - Understands their strengths and limitations and how these influence performance

### Centered Leadership: Leading from Within ~ Facilitating Development ~ Agile Thinking

Leadership elements, attributes, skills	Core	Advanced	Excellence
<p><b>Personal Growth and Development</b></p> <p>Champions the importance of personal and/or professional development</p> <p>Is open to self appraisal and seeks feedback from others, using these opportunities to identify areas for improvement and set goals and strategies to enhance personal performance</p>	<ul style="list-style-type: none"> <li>Understands role and purpose of public service and impact on client relationships</li> <li>Recognizes importance of self-awareness for leaders</li> <li>Nurtures the growth of self and others</li> <li>Demonstrates emotional intelligence</li> <li>Is aware of how own behavior impacts others</li> <li>Accepts responsibility for own behaviors and actions</li> <li>Uses negative experiences as a learning opportunity</li> <li>Accepts constructive feedback</li> <li>Creates plan to address identified issues</li> <li>Continuously seeks out opportunities to complete personal and/or professional development in diversity and inclusive practices</li> <li>Raises self awareness and living your values</li> </ul>	<ul style="list-style-type: none"> <li>Invites constructive feedback from team members</li> <li>Promotes the value of differing viewpoints and the need for individuals to understand the role behavior plays in interpersonal interactions</li> <li>Is aware of how own values and biases affect interactions with others and takes effective action to mitigate impact</li> <li>Reviews role in situational outcomes as a learning experience to build strengths</li> <li>Uses self assessment as a tool for dealing with sensitive situations requiring negotiation and compromise</li> <li>Actively supports staff development through exposure to different situations for purpose of learning new skills</li> </ul>	<ul style="list-style-type: none"> <li>Operates with a high level of self-awareness</li> <li>Is future oriented and readies the organization to be able to deal with long term trends, anticipated service delivery needs and workforce issues</li> <li>Willing to take informed risks in order to deal with ongoing issues or to move the organization toward goals and into the future</li> <li>Demonstrates strong understanding of personal impact on others in a variety of situations with many different stakeholders</li> <li>Encourages feedback from across the organization</li> <li>Communication practices promote transparency and a positive work environment</li> <li>Champions the importance of personal and/or professional development in diversity and inclusive practices</li> </ul>
<p><b>Communication</b></p> <p>Promotes open communication by being clear and concise in written and verbal communication, actively listening, and using appropriate messaging and manner of delivery with different audiences/stakeholders in a wide variety of situations</p>	<ul style="list-style-type: none"> <li>Inspiring and influencing with emotional awareness</li> <li>Develops, implements, and encourages effective communication expectations and practices with individuals and team members</li> <li>Models appropriate and effective communication practices (including technology)</li> <li>Demonstrates openness to feedback from team members and others and adapts message as necessary</li> <li>Sets appropriate agendas and effectively runs team meetings</li> <li>Applies intercultural communication skills to foster inclusive and safe spaces at work</li> </ul>	<ul style="list-style-type: none"> <li>Is a strong communicator in various modes (written, verbal, presentations, etc.)</li> <li>Effectively engages others to come up with the best possible solution</li> <li>Facilitates and promotes communication among team members and discussions in conflict situations</li> <li>Communicates effectively within and across team members, department and other organizations</li> <li>Uses feedback and proactive coaching to help others attain goals and improve performance</li> <li>Effectively participates in discussions with peers and others to reach best possible outcomes in ambiguous and/or difficult situations</li> </ul>	<ul style="list-style-type: none"> <li>Motivates and engages staff across the organization as a strong communicator</li> <li>Communicates effectively (with clarity and conviction) and gains commitment in a wide variety of situations, which may include highly sensitive issues with multiple stakeholders and/or audiences</li> <li>Facilitates vertical and horizontal communication optimally using technology to deliver the message</li> <li>Promotes the use of effective, timely and ongoing feedback across the organization to model transparent communication practices</li> </ul>
<p><b>Professionalism, Political Acumen, and Decision Making</b></p> <p>Uses knowledge, systems, culture, and evidence based practice to identify issues, the best data available, and possible alternatives, facilitating discussions with the appropriate parties to determine possible impacts of decisions</p>	<ul style="list-style-type: none"> <li>Understands economic, social and political environment</li> <li>Models behaviors which support organizational values</li> <li>Gathers information to identify problems and opportunities</li> <li>Recommendations and/or actions reflect consideration of possible alternatives and impacts</li> <li>Involves relevant people in decision making and seeks direction appropriately</li> <li>Informs people of decisions and follows through on decision making</li> <li>Communicates controversial decisions or information with tact and diplomacy</li> </ul>	<ul style="list-style-type: none"> <li>Understands origins of issue and demonstrates strong problem-solving orientation using fact-based/ broad range of information sources/analysis of factors</li> <li>Discussions involve peers within organization and a variety of other stakeholders in decision</li> <li>Considers multiple solutions and impacts on team members and clients and other stakeholder organizations</li> <li>Uses appropriate decision making processes to select action and considers short and long term impact of decisions</li> <li>Communicates changes and decisions both horizontally and vertically</li> <li>Considers impacts on design and delivery of services, policy, human resources, budget, and other large picture factors</li> <li>Advances professional competencies in the organization through reciprocal networking relationships</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates strong critical thinking skills in complex, problematic and ambiguous situations</li> <li>Fully considers multiple contributing factors and underlying issues while weighing various solutions</li> <li>Uses strategic alliances to develop creative, proactive and future oriented strategies</li> <li>Decisions reflect broad based decision making ability considering impact on clients, policy, programs, the organization and the public service as a whole</li> <li>Uses knowledge, influence, and networks to anticipate potential issues and impact of organizational decisions, solve operational problems, and achieve corporate objectives</li> <li>Assists others in gaining a better understanding of the public sector environment and political context and management decisions</li> </ul>



**Builds Relationships - Establishes strong working partnerships with individuals, teams and others to create opportunities and develop the organization**

***Relationship Leadership: Facilitating Development ~ Fostering Teamwork ~ Communicating with Impact***

	Core	Advanced	Excellence
Leadership elements, attributes, skills	Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	Highest level of skills/behaviors required to lead in complex organizations and challenging work environments
<b>Collaborative Practice</b>  Understands the inherent strength of engaging stakeholders to build optimal solutions to improve service delivery, and demonstrates the ability to draw on the strengths and skills of others to pursue and achieve goals	<ul style="list-style-type: none"> <li>• Collaborates to build effective relationships</li> <li>• Seeks and leverages opportunities to enhance outcomes through partnerships</li> <li>• Keeps lines of communication open while working with others</li> <li>• Builds and nurtures communities of practice</li> <li>• Seeks input from others Models whole of government approach to interactions</li> </ul>	<ul style="list-style-type: none"> <li>• Values partnerships</li> <li>• Models collaborative goal setting and decision making</li> <li>• Identifies complimentary areas and gaps across areas of responsibility</li> <li>• Creates and maintains strong and effective relationships with team members, colleagues and other stakeholders</li> <li>• Initiates collaboration to improve service delivery, policy and programs</li> <li>• Creates networks and facilitates relationships with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a working environment that fosters collaborative practice and common purpose</li> <li>• Builds strategic alliances and connections that further the work of organization</li> <li>• Successfully engages others in work that furthers the vision and goals of the public service</li> <li>• Builds organizational commitment through cross – departmental initiatives to enhance the public service and create a more effective and efficient service delivery system</li> <li>• Takes accountability for implementation of horizontal initiatives</li> <li>• Effectively and respectfully deals with conflicting views and fosters collaboration to reach agreement</li> </ul>
<b>Change Facilitation and Management</b>  Initiates and directs transformational practices to improve organizational effectiveness	<ul style="list-style-type: none"> <li>• Understands change process, its impact and that change management requires specific skills and knowledge</li> <li>• Accepts change as a regular occurring process and is adaptable to change</li> <li>• Sees opportunities in change</li> <li>• Proactively supports and communicates about change</li> <li>• Coordinates and prioritizes work activities to contribute to organizational objectives and results</li> <li>• Demonstrates personal initiative by exhibiting a commitment to productive change in the organization</li> <li>• Assists others to adapt and takes steps to maintain cooperative and collaborative working relationships during the change process</li> </ul>	<ul style="list-style-type: none"> <li>• Initiates and directs transformational practices</li> <li>• Understands impact of change on self, team and larger unit</li> <li>• Possesses strong change management skills and knowledge and is able to apply these during change management exercises</li> <li>• Ensures timely communication of change initiatives during times of ambiguity</li> <li>• Utilizes government resources to support and guide change in the department</li> <li>• Demonstrates agility during times of uncertainty and instability</li> <li>• Engages team and key stakeholders at the appropriate time to effectively deal with change and uses as opportunity to further goals</li> <li>• Develops communication plan for change process and to keep team informed</li> <li>• Meets timelines and adjusts as required</li> <li>• Identifies risks and develops appropriate options to deal with changing environment</li> <li>• Is aware of skills and potential of employees and role those may play in the future brought about by the change</li> <li>• Identifies training needs related to change and develops plan to meet those needs</li> <li>• Accesses supports to assist individuals and the organization to deal with impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Balances the need for change with the need for continuity</li> <li>• Recognizes the effect that change has; anticipates needs and identifies resources to facilitate change implementation</li> <li>• Identifies and plans for ways to mitigate the disruptive impacts of change on individuals and the organization as a</li> <li>• Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity</li> <li>• Strategically identifies and implements change in the context of short term, and long term goals, organizational priorities, organizational accountabilities and future direction</li> <li>• Takes strategic action to maximize opportunities, identify barriers and mitigate negative impacts of change</li> <li>• Aware of organizational impact of change and ensures vertical and horizontal communication is clear, consistent and timely</li> <li>• Successfully uses collaborative processes to engage staff and partners in change</li> </ul>
<b>Conflict Management</b>  Understands how to identify and deal with conflict early and effectively, facilitate discussions with opposing viewpoints and to gain agreement for the best possible outcome	<ul style="list-style-type: none"> <li>• Communicates with impact</li> <li>• Understands impact of unresolved conflict on individual staff, clients and work unit</li> <li>• Identifies conflict situations and those involved</li> <li>• Collects information to gain understanding and insight</li> <li>• Seeks assistance appropriately</li> <li>• Develops plan and follow-up actions</li> </ul>	<ul style="list-style-type: none"> <li>• Successful in mediating difficult situations and reaching agreement within the team or with other related parties</li> <li>• Considers presenting and underlying factors, workplace nuances and system/client needs</li> <li>• Seeks input into planned actions and/or strategies</li> <li>• Successfully negotiates and resolves issues within area of responsibility or across units</li> <li>• Reaches agreements that consider individual, team and broader system</li> </ul>	<ul style="list-style-type: none"> <li>• Highly competent in mediating and resolving multi-layered issues/disputes with individuals, groups and/or stakeholders</li> <li>• Strategically engages broad range of supports, resources and personnel to facilitate creative resolutions to issues</li> <li>• Agreements reached reflect understanding of the differing viewpoints, the values and needs of organization, best practices and statutory requirements</li> </ul>

## Leads Others - Models public service values of respect, accountability, integrity and excellence to build a positive workplace culture

### *Visionary Leadership: Leading Change, Creating a Compelling Vision, Communicating with Impact*

	Core	Advanced	Excellence
Leadership elements, attributes, skills	Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	Highest level of skills/behaviors required to lead in complex organizations and challenging work environments
<b>Positive Culture and Working Environment</b>  Creates a workplace that values diversity and inclusion of people and perspectives and encourages decisions built on consensus	<ul style="list-style-type: none"> <li>Builds culture of respect based on the PEI public service values of respect, accountability, integrity and excellence</li> <li>Values diversity and inclusion and demonstrates ethical behaviour</li> <li>Understands respectful workplaces and deals appropriately and quickly with behaviors that are inconsistent</li> <li>Keeps commitments</li> <li>Seeks others' opinions and Acknowledges others' contribution</li> <li>Demonstrates ethical behavior</li> <li>Decisions are fair and open to scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Creates psychologically healthy work and contributes to organization culture and is pro-active in maintaining a culture of respect within the team</li> <li>Values differing opinions as a way to improve decision making and dialogue</li> <li>Creates audit trail and as a result, contributes to transparency in decision making</li> <li>Is proactive maintaining a culture of respect across teams, work units and stakeholders</li> <li>Decisions made reflect consideration of differing views</li> <li>Able to bridge differing views and build consensus</li> <li>Support and encourage employees who request to participate in diversity training, cultural programs and events</li> </ul>	<ul style="list-style-type: none"> <li>Uses values of respect, accountability, integrity and excellence as foundation for decision making at operational and policy level</li> <li>Models personal conduct consistent with public service values</li> <li>Encourages respectful dialogue and invites feedback on decisions</li> <li>Strongly promotes diversity as an important consideration for policy and best practices to enhance the organization</li> <li>Lead by example by participating as visible champions in recognizing diversity and inclusion</li> </ul>
<b>Team Development and Leadership</b>  Creates a team environment which is focused on goal attainment, recognizes contribution from team members and fosters strong communication within the team	<ul style="list-style-type: none"> <li>Ensures team members are aware of one another's roles and contributions and the role the team plays in the organization/ department as a whole</li> <li>Hires employees with a focus on enhancing the team</li> <li>Encourages team members to provide input into decisions and Facilitates good two way communication</li> <li>Determines training, supports and materials needed for team to do their work</li> <li>Invests time in mentoring and the development of leaders</li> <li>Approves staff to attend learning events and cultivates an environment of continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>Understands link between individual, team and organizational performance</li> <li>Encourages team members to share their experience and strengths with other team members</li> <li>Secures and provides the right supports to team members to enable them to provide a high level of service</li> <li>Develops protocols and practices to ensure team is consistent in practice</li> <li>Acknowledges the work of the team and individual team members for their contribution</li> <li>Motivates the team to be highly engaged in team goals and their contribution to organizational goals</li> <li>Involves team members in projects with attention to skill set, project targets and skill development</li> <li>Models the importance of a learning organization through engaging in a personal development plan and fostering learning opportunities in the workplace</li> <li>Focus on future, goal attainment and staff requirements within unit and across the organization</li> </ul>	<ul style="list-style-type: none"> <li>Communicates vision and values of organization, emphasizing excellence at all levels</li> <li>Builds a strong collaborative organization with partners to accomplish organizational goals</li> <li>Actively engages employees and teams through a variety of mechanisms to give feedback</li> <li>Ensures appropriate communication is conveyed horizontally and vertically</li> <li>Motivates individuals and teams to contribute to organization goals and provide excellent service to clients/public</li> </ul>
<b>Performance Management</b>  Creates a supportive and accountable environment through setting individual and team goals, providing formal and informal feedback, and promoting professional development for individuals and team members to meet the present and future needs of the organization	<ul style="list-style-type: none"> <li>Ensures each team member understands their role and expectations for performance</li> <li>Is knowledgeable of how to give constructive feedback effectively and respectfully</li> <li>Informal feedback provided on a regular basis</li> <li>Gives formal feedback annually</li> <li>Engages individual staff in self assessment and in individual work plans on focused on strengths and areas for improvement</li> <li>Invites feedback from staff</li> <li>Develops and engages in personal development plan</li> <li>Supports and challenges others to achieve goals</li> </ul>	<ul style="list-style-type: none"> <li>Engages staff and links individual and team goals to departmental goals</li> <li>Models effective feedback processes with staff</li> <li>Facilitates growth and development plans for individual staff members;</li> <li>Identifies training requirements for unit</li> <li>Encourages feedback from team members and pro-actively identifies areas requiring change</li> <li>Finds opportunities to support individual development within the unit</li> <li>Engages staff in measuring results and meeting goals</li> <li>Explores new ways of accomplishing goals and improving outcomes</li> <li>Invites feedback on leadership and actively follows up as needed</li> <li>Is proactive in own personal development and personally engaged in self development plan</li> </ul>	<ul style="list-style-type: none"> <li>Identifies opportunities across the organization and with partners to meet goals of the organization</li> <li>Develops measures at the organizational level to ensure individual feedback mechanisms are in place and used as best practice</li> <li>Identifies and prioritizes learning needs at the organizational level</li> <li>Regularly reviews progress on goals and develops organizational reporting mechanisms to inform and engage staff</li> <li>Supports and challenges others to achieve goals</li> </ul>



**Focus on Results - Promotes vision linked to organizational objectives with a strong results orientation**

**Results Leadership: Agile Thinking ~ Delivering Results ~ Leading Change**

	Core	Advanced	Excellence
Leadership elements, attributes, skills	Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	Highest level of skills/behaviors required to lead in complex organizations and challenging work environments
<b>Accountability</b>  Holds self, individuals and team members responsible for setting and revising goals, measuring progress, and achieving goals to deliver high quality and effective management of human, financial and material resources which reflect best practices	<ul style="list-style-type: none"> <li>• Sets short and long term goals for self that are consistent with department goals</li> <li>• Sets priorities and delivers on time and to standard</li> <li>• Takes full responsibility for actions and acts within government values and ethical practices</li> <li>• Demonstrates strong time management skills</li> <li>• Evaluates progress of individual staff and team progress on goals at least once a year</li> <li>• Understands how evaluations contribute to accountability</li> <li>• Provides authentic, evidence-based advise to leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitates cooperation and collaboration among units to focus on producing results and accomplishing goals using established criteria to measure progress</li> <li>• Identifies and provides support for team members to attain goals</li> <li>• Provides regular updates on progress towards goals</li> <li>• Possesses a repertoire of skills and knowledge of evaluation best practices.</li> <li>• Open to sharing evaluation skills and knowledge with others</li> <li>• Provides authentic, evidence-based advise to leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a culture which is focused on achieving results, innovation and providing excellence in public service</li> <li>• Holds self and individuals accountable for results</li> <li>• Demonstrates strong commitment to personal and organizational accountability by regularly reporting on goals and progress in a transparent manner</li> <li>• Ensures that effective accountability and evaluation systems are in place to measure organizational effectiveness</li> <li>• Provides authentic, evidence-based advise to leadership</li> </ul>
<b>Continuous Improvement</b>  Challenges convention to create innovative change. Uses data, feedback, program review, future trends and best practices to ensure services and program delivery meet system and client needs	<ul style="list-style-type: none"> <li>• Understands the goals of the department</li> <li>• Champions change efforts focused on improving services and results to clients and public;</li> <li>• Reviews activities to determine gaps and identify options for improved services and programming</li> <li>• Invites feedback to determine better outcomes in the future</li> <li>• Understands project management principles</li> <li>• Views continuous improve using a problem-solution lens</li> <li>• Encourages and supports innovation</li> <li>• Seeks out emerging trends and best practices to inform strategy and continuous improvement efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Uses data and evidence to inform decisions</li> <li>• Encourages team to use skills and abilities of team members to create and implement new strategies to deal with ongoing or future issues</li> <li>• Keeps current on relevant legislation, best practices and client issues</li> <li>• Promotes a learning environment across the organization</li> <li>• Uses feedback as learning for improvement (personal and team)</li> <li>• Uses a broad range of data and information sources across units to determine optimal options</li> <li>• Uses continuous improvement and efficiency principles to manage work and streamline processes</li> <li>• Applies project management principles to ensure policy implementation and desired outcomes are delivered within key milestones and targets</li> <li>• Champions change efforts focused on improving results for citizens</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates proactive orientation of continuous and ongoing improvement by reviewing progress and resetting targets and priorities</li> <li>• Establishes system-wide feedback mechanisms to determine measurement criteria, what is working well and identify required changes</li> <li>• Engages organization in striving for continuous improvement by setting targets and measuring progress</li> <li>• Clearly articulates key arguments based on sound analysis of evidence to identify benefits, costs and impacts of policy options.</li> <li>• Champions innovation and change efforts focused on improving results for citizens</li> <li>• Identifies and analyze issues that may impact policy and priorities</li> </ul>
<b>System and Resource Management</b>  Uses data based decision making to allocate human, material and monetary resources to meet strategic and operational goals	<ul style="list-style-type: none"> <li>• Tracks progress on goals and understands budgetary, administrative and human resource responsibilities including reallocation of resources</li> <li>• Key contacts are consulted on options</li> <li>• Manages staff performance and development</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews progress and considers data related to areas of responsibility</li> <li>• Identifies gaps and/or misallocation of resources related to goals</li> <li>• Considers a broad range of data, options and evaluates the impact on clients, service delivery, human resources and material considerations during decision-making</li> <li>• Facilitates broad consultation with others to identify opportunities for optimal resource management</li> <li>• Seeks out opportunities to encourage diversity and inclusion among teams</li> <li>• Advances whole of government objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Is highly competent in allocating and managing significant human, financial and other resources in challenging and changing situations in order to meet obligations that are aligned with strategic and operational goals of the organization</li> <li>• Evaluates and supports the development of new services and provides appropriate resources</li> <li>• Continuously seeks new opportunities for policy capacity development through new and existing human and technological resources</li> </ul>

# Self Assessment: Influ

Leaders exemplify ethical practices, professionalism, poli acumen, and personal integrity. They encourage the expres of diverse opinions and perspectives, while fostering collegi Leaders are self-aware and seek out opportunities for pers

<b>Core</b> - Foundational leadership skills/behaviors required for individual program or service
<b>Advanced</b> - Enhanced leadership skills/behaviors developo developmental opportunities in increasingly more complex environments
<b>Excellence</b> - Highest level of skills/behaviors required to lea challenging work environments

In the right column beside each statement indicate your cun the behaviour descriptors. You can consult the matrix for ac are cumulative in nature. The highest number for each secti for that competency element

<b>Elements of Influence and Self Awareness</b>
<b>Personal Growth and Development</b> Champions the importance of personal and/or professiona and seeks feedback from others, using these opportunities t goals and strategies to enhance personal performance
<b>Communication</b> Promotes open communication by being clear and concisi actively listening, and using appropriate messaging and mar stakeholders in a wide variety of situations
<b>Professionalism, Political Acumen, and Decision Making</b> Uses knowledge, systems, culture, and evidence based pi available, and possible alternatives, facilitating discussions v possible impacts of decisions
<b>I could pursue/ plan for professional development in...</b>

# Self Assessment:

Leaders establish strong working partnerships i teams and others to create opportunities a organization. They are deliberate and resourceef the widest possible spectrum of perspectiv collaborative, respectful and trusting work envi sound advice is valued. They demonstrate openni

<b>Core</b> - Foundational leadership skills/behaviors individual program or service
<b>Advanced</b> - Enhanced leadership skills/behavi developmental opportunities in increasingly m environments
<b>Excellence</b> - Highest level of skills/behaviors re challenging work environments

In the right column beside each statement indk the behaviour descriptors. You can consult the are cumulative in nature. The highest number f for that competency element

<b>Elements of Builds Relationships</b>
<b>Collaborative Practice</b> Understands the inherent strength of engaging service delivery, and demonstrates the ability to and achieve goals
<b>Change Facilitation and Management</b> Initiates and directs transformational practices
<b>Conflict Management</b> Understands how to identify and deal with co opposing viewpoints and to gain agreement fo
<b>I could pursue/ plan for professional develop</b>

# Self Assessment: Leads Others

Leaders define the future and chart a path forward, often leading change and creating vision. They model public service values of respect, accountability, integrity, and excellence to build a positive roadmap for success. 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 and improve ou and motivate th provide constru enable perform goals for them they set for othe

<b>Core</b> - Foundational leadership skills/behaviors required for those who are leading individual program or service
<b>Advanced</b> - Enhanced leadership skills/behaviors developed through training, exp developmental opportunities in increasingly more complex work assignments and environments
<b>Excellence</b> - Highest level of skills/behaviors required to lead in complexorganizati challenging work environments

In the right column beside each statement indicate your current level of knowledge the behaviour descriptors. You can consult the matrix for additional information is are cumulative in nature. The highest number for each section would indicate your for that competency element

<b>Elements of Leads Others</b>
<b>Positive Culture and Working Environment</b> Creates a workplace that values diversity and inclusion of people and perspectives decisions built on consensus
<b>Team Development and Leadership</b> Creates a team environment which is focused on goal attainment, recognizes o team members and fosters strong communication within the team
<b>Performance Management</b> Creates a supportive and accountable environment through setting individual providing formal and informal feedback, and promoting professional developme and team members to meet the present and future needs of the organization
<b>I could pursue/ plan for professional development in...</b>

# Self Assessment: Focus on 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. 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.

<b>Core</b> - Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	<b>C</b>
<b>Advanced</b> - Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	<b>A</b>
<b>Excellence</b> - Highest level of skills/behaviors required to lead in complex 6organizations and challenging work environments	<b>E</b>
In the right column beside each statement indicate your current level of knowledge/skill for each of the behaviour descriptors. You can consult the matrix for additional information in each level. They are cumulative in nature. The highest number for each section would indicate your level of function for that competency element	
<b>Elements of Focus on Results</b>	
<b>Accountability</b> Holds self, individuals and team members responsible for setting and revising goals, measuring progress, and achieving goals to deliver high quality and effective management of human, financial and material resources which reflect best practices	
<b>Continuous Improvement</b> Challenges convention to create innovative change. Uses data, feedback, program review, future trends and best practices to ensure services and program delivery meet system and client needs	
<b>System and Resource Management</b> Uses data based decision making to allocate human, material and monetary resources to meet strategic and operational goals	
<b>I could pursue/ plan for professional development in...</b>	



## Courses on: Authentic/ Influence and Self Awareness

### Personal Growth and Development

- Insights Discovery
- Preparing for the Interview/ Career Planning
- Mental Health and You at Work
- Family Violence Prevention Training
- Stress Reset
- Work-Life Balance
- Productivity and Time Management

### Communication

- Conflict Management for Supervisors, Managers and Directors
- Effective Communication
- Effective Presentations
- Business Writing Skills

### Professionalism, Political Acumen, and Decision Making

- Public Service Values and Ethics
- How Government Works

*Skills & Attributes: emotional intelligence, perseverance, courage, humility, integrity, interpersonal skills, political acuity*

## Courses on: Builds Relationships

### Collaborative Practice

- Building Collaborative Skills
- Collaborative Strategies for Resolving Conflict

### Change Management and Facilitation

- Change Management
- Facilitating Effective Meetings
- Dynamics of Policy Development

### Conflict Management

- Conflict Management for Supervisors, Managers and Directors
- Collaborative Strategies for Resolving Conflict

*Skills & Attributes: communication, openness, adaptability, diplomacy*

## Courses on: Leads Others

### Positive Culture and Working Environment

- Insights Discovery
- Valuing Diversity in the Workplace
- Mi'kmaq Series (Traditional History, Contemporary Society, and Consultations with Mi'kmaq)
- EAP: Employee Assisted Referrals

### Team Development and Leadership

- Insights Discovery/ Transformational Leadership
- Leading and Managing Different Generations in the Diverse Work Environment
- Building Collaborative Skills

### Performance Management

- Mental Health and Performance Matters in the Workplace
- Coaching Skills for Performance Management 1
- Coaching Skills for Performance Management 2

*Skills & Attributes: optimism, good judgement, life experience, decisiveness, team player*

## Courses on: Focus on Results

### Accountability

- Introduction to Lean Six Sigma
- Project Management Basics
- Program Evaluation 101
- Public Engagement 101

### Continuous Improvement

- Program Evaluation 101
- Change Management
- Writing for Government: Executive Council Memos, Treasury Board Memos and Briefing Notes

### System and Resource Management

- Financial Management in the PEI Government
- PeopleSoft Reporting for Managers
- Staffing and Classification: Process and Practices for Managers
- Lean Six Sigma

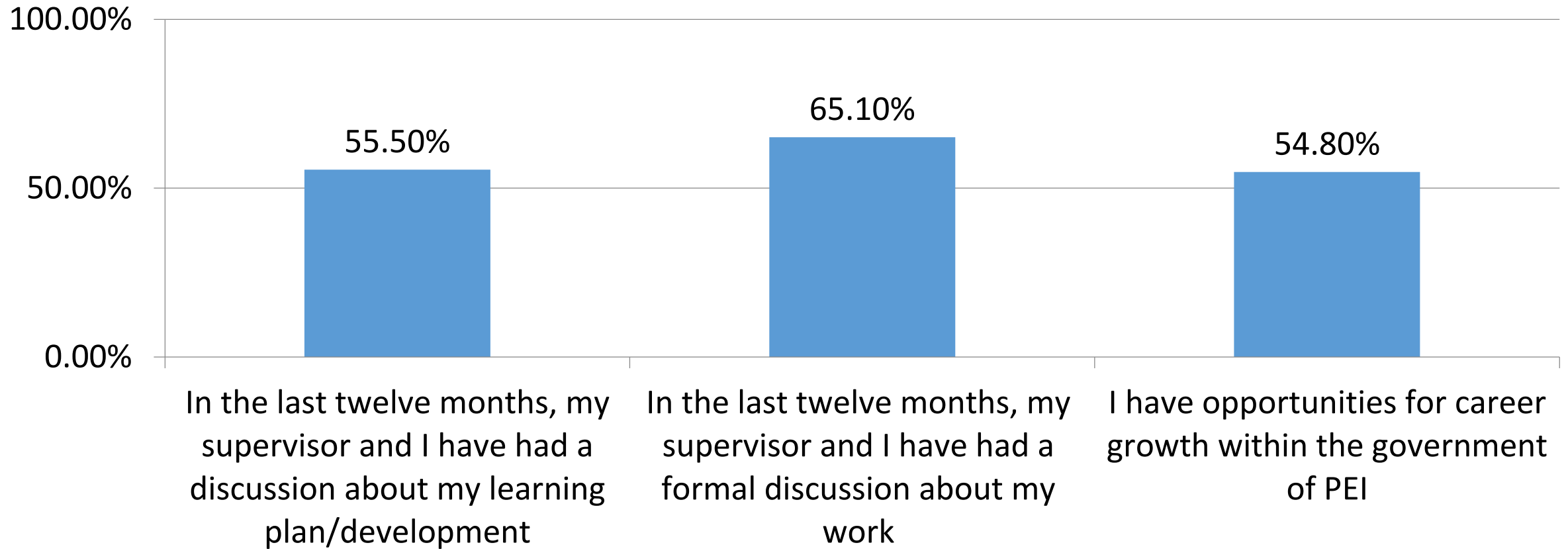
*Skills & Attributes: business acumen, pragmatism, perseverance, logic, integrity*

# Ways to Pursue Leadership Development

1. By participating in PD sessions in our Pathways to Learning Calendar (Under [“Leadership and Management”](#))
2. By applying to [Leaders in Action](#) an 18-24 month program for those interested in developing their leadership skills and are committed to assuming a senior leadership role and position in the public service as part of their career plan
3. By participating in the Mid-Level Leaders Insights Transformational Leadership Program – a 6 month program for Managers in the Civil Service (ask your HR manager)
4. By pursuing other external Leadership Development opportunities, and applying for funding through the Training and Development Fund(s) [Excluded](#) and [Unionized](#).



# *PDP Completion Remains a Standing Corporate Initiative*



# *PDP Completion Remains a Standing Corporate Initiative*

Research shows PDPs:

- Helps enhance performance through reflective practice (which helps change behavior in some cases) (Anseel et al, 2009)
- PD + accountability (Smith & Tillema, 2001)
- Learning and development vs remediation (Beausaert, Segers, & Giselaers, 2011)
- PDPs support employee learning and performance + self directedness (Lejeune et al,. 2016)

Why conduct PDPs?

- Shows SMD cares and takes the time to talk/ coach
- Support effective communication
- Helps set learning goals
- Improve understanding about role and performance expected
- How work contributes to government
- Helps identify possible pathways for career growth



# *Supervisors, Managers, Directors (SMD)*

- HR Managers are available to work with your teams
- Integrated with HR planning
- Provision of tools and resources to communicate about the Leadership Competencies Framework and how to use it:
  1. This slideshow
  2. The Framework
  3. Four Self Assessments
  4. PDP process
  5. Preparation for interviews – questions
  6. Career planning resources



# Employee Responsibility

[Career Planning](#)



# Engagement Activity #1 – Self Assessment

1. Read through the Framework
2. Complete the self assessments for each leadership competencies (for yourself)
  - [Compare the results with your Insights profile if you have one]
3. Reflect - Where are you going to pursue learning opportunities to advance your leadership skills and why?
4. This can be a way to encourage your employees to engage with the framework



# Engagement Activity 2 – PDP/ Career Planning

- Resources: [PDP materials](#), [Career Planning](#), [Learning through Feedback](#)
- Conduct a PDP exercise annually
  - Management: What questions can you ask to support their learning and development in the area of leadership? What resources do you use? What questions do you ask?
  - Employee: Share your PD Plan and articulate your goals to your manager – link it to your job responsibilities (accountability) and your future goals (career planning)





# Resources

Learning through feedback: <http://iis.peigov/ee/ltf/>

Performance Management: <http://iis.peigov/ee/performancemanagement.php>

Career Planning: <https://psc.gpei.ca/career-planning>



# Engagement Activity 3 – Using the Leadership Competencies in Talent Acquisition

- Resource –list of staffing questions based on the leadership competencies available from your HR Manager
- When you are posting a leadership position in your area, work with HR and/or Staffing Consultants to select questions related to the leadership competencies for the elements (behaviours expected for that job) related to the position for both PQ review and interview



# Questions?

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