

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

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

Leadership elements, attributes, skills	Level 1 - Core Foundational leadership skills/behaviours	Level 2 - Advanced Enhanced leadership skills/behaviours developed through training, experience, and developmental opportunities in increasingly more complex work assignments and working environments	Level 3 - Excellence Highest level of skills/behaviours required to be a leader in complex organizations and challenging work environments
Personal Growth and Development Champions the importance of personal and professional development. Is open to self-appraisal and seeks feedback from others, using these opportunities to identify areas for improvement. Set goals and strategies to enhance personal performance.	- Recognizes the importance of self-awareness and nurtures the growth of self and others - Demonstrates cultural and emotional intelligence - Is aware of how their behaviour and actions impact others and accepts responsibility for their actions - Demonstrates humility and uses negative experiences and constructive feedback as a learning opportunity - Continuously seeks out opportunities to enhance personal and professional development in diversity and inclusion	- Promotes the value of differing viewpoints and diverse perspectives - Demonstrates curiosity and understands the role that behaviour plays in interpersonal interactions - Is aware of how language, personal values, and unconscious biases affect inclusive communication, interactions with others, decision-making, team productivity, and takes effective action to mitigate the impact - Reviews role in situational outcomes as a learning experience to build strengths and invites constructive feedback - Challenges one's own biases and assumptions in unfamiliar, unknown, and uncomfortable situations	- Is future-oriented and prepares the organization to deal with long-term trends - Willing to take informed risks to move the organization toward goals and into the future - Demonstrates a strong understanding of personal impact, emotional intelligence, and self-awareness in a variety of situations with many different partners - Exercises inclusive communication practices and promotes transparency and a positive work environment - Demonstrates cross-cultural competency and awareness in leading/managing diverse teams
Communication Promotes open and inclusive communication by being clear and concise in written and verbal communication. Promotes active listening and uses appropriate messaging, language, and manner of delivery with different audiences/partners in a wide variety of situations.	- Develops, implements, and encourages effective and appropriate communication expectations and practices (including technology) with individuals and team members - Sets appropriate agendas and effectively runs team meetings - Applies intercultural and intergenerational communication skills and emotional awareness to foster inclusive and safer spaces at work	- Effectively engages others to come up with the best possible solution, and supports others to put forth their best efforts - Facilitates and promotes effective and sensitive communication - Facilitates active listening among team members, departments, and discussions in conflict situations - Uses feedback and proactive coaching to help others attain goals and improve performance	- Motivates and engages staff across the organization as a strong communicator and active listener - Communicates effectively (with clarity and conviction) and exemplifies inclusive communication practice in highly sensitive issues with multiple partners and audiences - Promotes the use of effective, timely, and ongoing feedback across the organization to model transparent communication practices
Professionalism, Political Acumen, and Decision Making Uses knowledge, systems, culture, and evidence-based practice to identify issues. Gathers the best available data and explores possible alternatives. Facilitates discussions with the appropriate parties to determine the potential impacts of decisions.	- Values diversity and inclusion by exemplifying behaviours that align with organizational values - Communicates controversial information with diplomacy - Gathers information to identify problems and opportunities. Recommendations and actions consider possible alternatives and impacts - Involves impacted staff and partners in decision-making, seeks direction appropriately, and follows through, evaluating the impact of the outcome	- Understands origins of issue and demonstrates strong problem-solving orientation using fact-based/ broad range of information sources/analysis of factors - Discussions involve peers within the organization and a variety of other partners to ensure diversity of representation in decision-making and the use of an inclusive lens - Considers impacts on design and delivery of services, policy, human resources, budget, and other large-picture factors and reviews outcomes as a learning experience to build strengths - Demonstrates recognition of the value of cultural knowledge and science	- Demonstrates strong critical thinking skills in complex, problematic, and ambiguous situations, as well as fully considers multiple contributing factors and underlying issues while weighing various solutions - Decisions use strategic alliances and reflect broad-based decision-making ability, considering the impact - Uses knowledge, influence, and networks to anticipate potential issues and the impact of organizational decisions

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

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

	Level 1 - Core	Level 2 - Advanced	Level 3 - Excellence
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Collaborative Practice Understands the inherent strength of engaging partners to build optimal solutions to improve service delivery, and demonstrates the ability to draw on the strengths and the skills of others to pursue and achieve goals. Embraces public service values that respect individual identities, backgrounds, perspectives, experiences, and unique talents to welcome and promote diverse perspectives and ideas.	- Seeks and leverages opportunities to enhance equitable outcomes through partnerships - Strives to build diverse and inclusive teams to ensure excellence in services and program delivery, as well as keeps lines of communication open - Knowledgeable of the public service changing priorities and diverse demographics	- Creates and maintains strong and effective relationships, values partnership, and seeks input from others to share their perspective and empower them - Initiates collaboration, goal setting, and decision-making to improve service delivery, policy, and programs - Builds an inclusive and bias-free workplace culture that values demographic diversity, psychological and spiritual safety, recognizes and celebrates different perspectives and talents - Adapts behaviour in the moment to be more culturally appropriate to honour the relationship	- Intentionally creates a working environment that fosters collaborative practice and builds strategic alliances through demonstrating respect and adopting a humble mindset - Successfully engages others, effectively and respectfully deals with conflicting views, and fosters collaboration to reach an agreement - Builds organizational commitment through cross-departmental initiatives to enhance public service and create a more effective and efficient service delivery system - Takes accountability for the implementation of horizontal initiatives - Creates space where everyone has the opportunity to speak and learn from each other
Change Facilitation and Management Initiates and directs transformational practices to improve organizational effectiveness and image. Understands government commitment to diversity and inclusion, and keeps up to date with related emerging needs, trends, programs, and policies.	- Understands the change process and its impacts - Proactively supports and communicates about change - Demonstrates personal initiative by exhibiting a commitment to productive change in the organization, as well as champions diversity and inclusion initiatives	- Possesses strong change management skills and knowledge and can apply these during change management exercises, with agility during times of uncertainty and instability - Utilizes government resources to support, assist, and guide change and deal with impacts - Engages team and key partners at the appropriate time with timely communication to effectively deal with change and uses as an opportunity to further goals - Identifies risks and opportunities, seeing all sides of a situation without bias, and develops appropriate options to deal with a changing environment	- Anticipates needs and identifies resources to facilitate change implementation - Identifies barriers and plans for ways to mitigate the disruptive impacts of change on individuals and the organization - Demonstrates resilience, composure, and a positive outlook in an environment of uncertainty and ambiguity - Strategically identifies and implements change, and takes strategic action to maximize opportunities - Successfully uses inclusive and collaborative processes to engage staff and partners in change - Focuses on building and leaving behind a legacy for the next generation
Conflict Management Understands how to identify and deal with conflict early and effectively, facilitate discussions with opposing viewpoints, and gain agreement for the best possible outcome. Understands how cultural competency impacts effective cross-cultural conflict management. Strengthens knowledge in diversity management and conceives it as an important component in effective conflict management.	- Understands the impact of unresolved conflict on individual staff, clients, and work units - Identifies situations of conflict and those involved and collects information to gain understanding and insight - Contributes to a transformative resolution plan and follow-up actions that mitigate retaliation and enhance team cohesion	- Successful in mediating and negotiating difficult situations and reaching an agreement within the team or with other related parties - Considers presenting and underlying factors, workplace nuances, and system/client needs and seeks input into planned actions and strategies - Embraces education opportunities for self and others to improve and practice their conflict resolution skills	- Highly competent in mediating and resolving multi-layered issues/disputes with individuals, groups and partners - Strategically engages a broad range of supports, resources and personnel to facilitate creative resolutions to issues - Agreements reached reflect an understanding of the differing viewpoints, cultural impacts, the values and needs of the organization, best practices, and statutory requirements - Leaders have humility, courage, and insight to value the expertise of others who have less power than them

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

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

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Positive Culture and Working Environment Creates a workplace that values diversity and inclusion of people and perspectives and encourages decisions built on consensus. Continuously seek opportunities for self and others to become culturally competent.	- Fosters a culture of respect and builds genuine, trusting relationships based on PEI public service values - Recognizes and acknowledges others' contributions - Values diversity and inclusion, demonstrates ethical behaviour, and has a deep understanding of policies and processes in place to support staff who may face discrimination or harassment in the workplace, addressing incidents appropriately - Understands the importance of respectful and bias-free workplaces and deals appropriately and quickly with inconsistent behaviours	- Creates psychologically and spiritually healthy work environments, contributes to organizational culture, and is proactive in maintaining a culture of respect within the team - Values differing opinions to improve innovation decision-making and dialogue that builds consensus and makes decisions reflective of diverse views - Is proactive in maintaining a culture of respect and inclusivity across teams, work units, and partners, making space for individuals to share creative ideas - Acknowledges the impact of colonial history on Indigenous and racialized people	- Uses values of respect, accountability, integrity, and excellence as a foundation for decision-making at the operational and policy level - Encourages respectful dialogue and invites feedback on decisions, and participates as visible champions in recognizing and celebrating diversity and inclusion - Strongly promotes the alignment of the department's business plan with the Diversity and Inclusion Policy, Diversity and Inclusion Strategy, and best practices to enhance the organization's performance and openly discusses how to demonstrate that a wide variety of perspectives, identities, and cultures are valued
Team Development and Leadership Creates a transparent team environment that is focused on goal attainment, drives positive change through education and mentorship, recognizes contribution from team members, fosters inclusive communication, improves employee engagement, and attracts strong and diverse talent.	- Ensures self-awareness of the roles and contributions of individuals on the team - Encourages team members to provide input into decisions and facilitates open two-way communication - Supports self and others to attend learning events, cultivates an environment of continuous learning, and identifies areas of training, support, and resources needed for the team to work effectively	- Encourages team members to share their experiences and strengths with other team members and acknowledges individuals and teams' work for their contribution - Develops protocols and practices to ensure the team is consistent in policy and practice - Motivates the team to be highly engaged in team goals and their contribution to organizational goals, with a focus on future goal attainment - Models the importance of a learning organization through engaging in a personal development plan and fostering learning opportunities in the workplace	- Ensures appropriate communication is conveyed within teams, departments, and management, as well as communicates the vision and values of the organization - Encourages individuals and teams to contribute to organizational goals. Provides feedback and celebrates employees who show genuine commitment to advancing diversity and inclusion - Creates a safe and bias-free work environment that promotes opportunities for team members to become culturally competent
Performance Management Create a supportive, psychologically safe, 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.	- Is knowledgeable of how to give constructive feedback effectively and respectfully, as well as takes into consideration that individuals need to receive feedback differently - Engages self and encourages others to engage in self-assessment and development plans focused on strengths and areas for improvement - Invites feedback from staff using multiple sources to limit bias - Supports and challenges others to achieve goals	- Encourages feedback from team members, models effective feedback processes, and proactively identifies areas requiring change and is proactive in personal development - Explores new ways of accomplishing goals and improving outcomes, as well as engages the team in measuring results and meeting goals - Promotes the use of organization policy tools that embed equity and diversity consistently in policy and practice	- Identifies opportunities across the organization and with partners to meet the goals of the organization - Develops measures at the organizational level to ensure individual feedback mechanisms are in place and used as best practice - Regularly reviews progress on goals and develops agile organizational reporting mechanisms to inform and engage staff and identify learning needs - Creates a work environment where staff feel they are treated fairly and respected, have a sense of belonging, and are psychologically and spiritually safe to sustain excellence

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

Results Leadership: Agile Thinking ~ Delivering Results ~ Leading Change

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Accountability Holds self, individuals, and team members responsible for setting, revising, and achieving goals, and measuring progress to deliver high-quality and effective management of human, financial, and material resources that reflect best practices.	• Sets short and long-term goals and priorities that are consistent with department goals and delivers them on time and to standard • Takes full responsibility for actions and demonstrates government values and ethical practices • Understands how evaluations contribute to accountability	• Facilitates cooperation and collaboration among units to focus on producing results and accomplishing goals using established criteria to measure progress • Identifies and provides support for team members to attain goals and provides regular updates on progress toward goals • Possesses a repertoire of skills and knowledge of evaluation best practices	• Creates an inclusive culture that is focused on achieving results, innovation, and providing excellence in the public service • Demonstrates strong commitment to personal and organizational accountability by regularly reporting on goals and progress in a transparent manner • Ensures that effective accountability and evaluation systems are in place to measure organizational effectiveness
Continuous Improvement Challenge convention to create innovative change. Uses data, feedback, program review, future trends, and best practices to ensure services and program delivery meet government and client needs.	• Understands the goals of the department • Utilizes equity-based analysis and evaluation tools to review activities to determine gaps and identify options for improved services and programming • Invites feedback to determine better outcomes in the future and for continuous improvement • Understands project management principles • Seeks out emerging, innovative trends and best practices to inform strategy and continuous improvement efforts	• Encourages the use of skills and abilities of team members to create and implement new strategies to deal with ongoing or future issues • Keeps current on relevant legislation, best practices, and client issues • Promotes a learning environment across the organization in a way that promotes cultural sensitivity and awareness • Uses a broad range of data and information sources across units to determine optimal options • Applies project management principles to ensure policy implementation and desired outcomes are delivered within key milestones and targets • Champions change efforts focused on improving results and continuous improvement for residents and equity-deserving groups	• Demonstrates proactive orientation of continuous and ongoing improvement by reviewing progress and resetting targets and priorities • Establishes system-wide feedback mechanisms to determine measurement criteria and champions the application of analysis tools and methods • Champions innovation and change efforts focused on improving equity and outcomes for all
System and Resource Management Uses data-based decision-making to allocate human, material, and monetary resources to meet strategic and operational goals.	• Tracks progress on goals and understands budgetary, administrative, and human resource responsibilities, including reallocation of resources • Key contacts are consulted on options • Seeks to build a diverse staff portfolio to align departments and the organization's culture and goals with the demographic makeup • Is eager to see opportunities to enhance diversity management skills	• Considers a broad range of data and options, as well as evaluates the impact on clients, service delivery, change management, human resources, and material considerations during decision-making • Facilitates broad consultation with others to identify opportunities for optimal resource management • Continuously uses an inclusive lens in decision-making, policy development, and service and program delivery	• Is highly competent in allocating and managing significant human, financial, and other resources in challenging and changing situations to meet obligations that are aligned with the strategic and operational goals of the organization • Evaluates and supports the development of new services and provide appropriate resources • Continuously seeks new opportunities for policy capacity development through new and existing human and technological resources • Demonstrates accountability and excellence in managing cultural diversity and sensitivity in the workplace