COMPETENCY PROFILE FOR THE CLERICAL AND ADMINISTRATIVE SUPPORT GROUP
Introduction

What is a competency profile?

Competencies are specific behavioural manifestations of knowledge, skills and qualities required for optimum performance in a position, role or job function in an organization. The Competency Profile for the Clerical and Administrative Support Group presents the competencies required for optimal performance in related job functions.

This competency profile enables current or potential employees of this group to:

- better prepare for competitions;
- gain a better grasp of the expectations regarding desirable competencies related to their job function;
- identify their development needs; and
- better plan and manage their careers at the Library of Parliament.

This competency profile enables managers to:

- select the best candidate for a position related to this role;
- facilitate discussions on performance;
- identify employees’ learning and development needs;
- target recognition;
- help employees plan and manage their careers; and
- plan for succession.

The Competency Profile for the Clerical and Administrative Support Group was designed in cooperation with employees and their managers, and therefore reflects the culture of the organization and the unique attributes associated with the job functions for this group.

It includes the following competencies:

Appreciation for the Organizational Context
Organizational Skills
Adaptability
Providing Support and Services
Communication
Teamwork and Collaboration
Professionalism
Components of the Competency Profile for the Clerical and Administrative Support Group

For each competency, you will find:

- a definition of the competency (in italics, under the name of the competency);
- behavioural indicators (called “behaviours” and preceded by a number) that are manifestations of the competency.

Behaviours Common to All Job Functions

Common behaviours are those that all employees within this group strive to demonstrate, regardless of their position or job function. Common behaviours are worded such that they include employees at all levels and in different fields of specialization, so it is important to adapt them to the context and scope of responsibilities specific to the position.

Behaviours Specific to a Category of Job Function

Some behaviours vary depending on the category of job function held by employees of this group. When they are present, these behaviours are identified after the common behaviours and under a heading that identifies to which category of job function they correspond.

The following definitions are provided to help you understand these categories of job functions (note that they do not correspond to classification levels or specific positions):

- **Sub-group A:**
  Positions in this group involve primary functions related to providing general clerical support to a specific section or service area.

- **Sub-group B:**
  Positions in this group involve primary functions related to coordinating and providing administrative support to a specific section or service area.
Appreciation for the Organizational Context

To demonstrate an understanding of and appreciation for the uniqueness of the Library of Parliament and its context in order to better fulfill his/her responsibilities.

Common behaviours

1. Acts within the scope of his/her responsibilities and respects organizational constraints related to his/her functions.
2. Understands the links between his/her role within the organization and those of others by working with them in the interest of clients and the organization.
3. Complies with policies, procedures, standards and processes that are relevant to his/her functions.
4. Understands the implications of working in a politically sensitive environment and adapts his/her actions, words and decisions accordingly.
5. Understands the organizational structure and the services provided by different areas to request information/services when needed.
6. Relies on his/her knowledge of the physical location of buildings and service points to correctly direct products/services.
7. Understands the organizational structure and the services provided by different areas to best serve them.
8. Aligns his/her actions and recommendations to organizational priorities and objectives.
9. Understands the impact of the parliamentary cycle on his/her work and integrates this understanding in his/her daily decisions and actions.

Behaviours specific to sub-group B

10. Understands the Canadian government’s business/financial cycle and its impact on his/her work to better support his/her manager.
11. Relies on his/her understanding of the financial coding system to process invoices and payments appropriately.
# Organizational Skills

To effectively and efficiently manage time, efforts and workload.

## Common behaviours

1. Accurately estimates the time required to accomplish his/her tasks or complete projects.
2. Effectively manages multiple tasks according to their level of urgency and importance.
3. Uses available resources, tools and systems to save time and effort.
4. Takes measures or puts in place systems to stay informed of the progress of various on-going projects or tasks.
5. Effectively and efficiently plans his/her work, while remaining sufficiently flexible to accommodate unforeseen changes.
6. Understands his/her role and its boundaries in order to work autonomously and involve his/her superior at the right moment.
7. Organizes information and files to facilitate access and retrieval.
8. Documents his/her work to facilitate future reference or knowledge transfer.
9. Understands how his/her own work impacts on the work of others and organizes his/her work accordingly.
10. Sets goals that are simple, measurable, attainable and realistic, in light of the time required to accomplish them.
11. Puts measures in place to verify the accuracy and/or the quality of work.
12. Plans project/work phases to meet deadlines while remaining focused on the end goal and purpose.
13. Effectively oversees and coordinates the logistical details of events, by ensuring that all those involved are executing the required actions in a timely manner.

## Behaviours specific to sub-group B

15. Takes measures to assess, monitor and mitigate risks associated with service delivery or implementation of projects.
16. Correctly identifies resource requirements to support his/her manager in planning.
Adaptability

To remain positive, flexible and productive through changes, transitions, and difficult situations.

### Common behaviours

1. Keeps a positive attitude and sustains his/her level of work quality and concentration in times of change or turbulence.
2. Seeks to gain an understanding of the rationale and implications of changes, and takes appropriate measures to integrate these changes into his/her work.
3. Promptly shifts his/her focus to accommodate new requirements.
4. Demonstrates patience with regard to delays associated with the implementation of changes.
5. Demonstrates empathy and objectivity during difficult situations/interactions, and remains focused on solutions.
6. Proposes solutions and works with others to resolve issues that may result from the implementation of changes in processes or procedures.
7. Explores the advantages and possibilities offered by new systems or procedures and shares these with others.
8. Overcomes difficulties by seeking and applying alternate methods to pursue his/her work.

### Behaviours specific to sub-group B

9. Supports change leaders while demonstrating discretion with regards to confidential information.
Providing Support and Services

To provide support and services in order to meet the needs of the team or of clients, in light of relevant situational and contextual realities.

Common behaviours

1. Adopts a fair and non-partisan approach in the delivery of services.
2. Presents himself/herself in a manner that is adapted to the clientele and work context.
3. Ensures that services are delivered in a method and format that is best suited to the team’s or clients’ needs and in accordance with Library standards and principles.
4. Complies with existing quality standards, procedures, guidelines or service agreements.
5. Asks questions in order to clarify the needs and requirements associated with initial client requests.
6. Proposes different solutions/options to team members or clients and explains their various implications, benefits and disadvantages.
7. Diplomatically negotiates deadlines, in light of needs, available options and resources.
8. Respects negotiated deadlines and keeps others informed of the progress or unpreventable delays related to the delivery of services.
9. Recognizes and seizes opportunities to propose initiatives that can improve services or procedures.
10. Demonstrates initiative in supporting the team by keeping abreast of the team's initiatives, events and needs.
11. Supports others in managing their tasks/responsibilities by providing timely information or resources.

Behaviours specific to sub-group B (see next page)
### Behaviours specific to sub-group B

12. Proactively overcomes obstacles in service delivery by finding alternate ways of meeting clients’ needs.

13. Promotes the team’s services by emphasizing their various benefits.

14. Relies on his/her awareness of the unit’s financial situation to make recommendations to support his/her superior in managing budgets.

15. Adapts his/her level and type of support to the needs of his/her manager.

16. Accurately determines where to direct inquiries.

17. Negotiates with service providers to obtain timely and effective services and products for the team.
Communication

To facilitate the delivery of useful and pertinent information, both orally and in writing.

**Common behaviours**

1. Adapts his/her language, style of communication and level of familiarity to the audience.
2. Actively listens and demonstrates empathy by reflecting or summarizing his/her understanding of the message and the person’s situation.
3. Chooses the most appropriate communication method, format and tools to deliver information.
4. Ensures the quality of his/her written communications.
5. Transmits clear, accurate, concise and relevant information to the right people at the right time.
6. Expresses himself/herself tactfully to create and maintain harmonious relationships and to facilitate the transmission of sensitive information.
**Teamwork and Collaboration**

*To create and foster collegial relationships in order to facilitate the achievement of common or compatible goals.*

**Common behaviours**

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<td>1.</td>
<td>Includes others in everyday interactions and fosters trust and collaboration through his/her words and actions.</td>
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<td>2.</td>
<td>Shares relevant information with colleagues on a regular basis to support effectiveness and efficiency.</td>
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<td>3.</td>
<td>Seizes opportunities to share his/her expertise with colleagues.</td>
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<td>4.</td>
<td>Consults his/her superior when a situation falls outside of the boundaries of his/her assigned functions.</td>
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<td>5.</td>
<td>Enlists others’ assistance by clearly explaining his/her needs and expectations.</td>
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<td>6.</td>
<td>Seizes opportunities to offer his/her assistance to colleagues.</td>
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<td>7.</td>
<td>Encourages consensus in group decision-making.</td>
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<td>8.</td>
<td>Demonstrates his/her ability to make compromises to achieve results.</td>
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<td>9.</td>
<td>Builds, maintains and draws from internal and/or external informal networks to better accomplish his/her work.</td>
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<td>10.</td>
<td>Draws on the expertise or knowledge of others to quickly access relevant and useful information.</td>
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<td>11.</td>
<td>Coordinates work with colleagues to avoid gaps and overlaps.</td>
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<td>12.</td>
<td>Shares his/her success with the team and openly recognizes the contributions of others.</td>
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<td>13.</td>
<td>Actively participates in the integration of new employees through coaching, mentoring or sharing information.</td>
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<td>14.</td>
<td>Demonstrates initiative by taking on new tasks/projects assigned to the team.</td>
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Professionalism

To demonstrate professional integrity and credibility, as well as a commitment to ongoing improvement.

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<tr>
<td>1. Expresses himself/herself in a confident manner, by supporting his/her arguments and decisions by facts.</td>
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<td>2. Demonstrates discretion and judgment in his/her decisions concerning the sharing of privileged information.</td>
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<td>3. Keeps abreast of current knowledge and developments in his/her field of expertise.</td>
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<td>4. Seeks and seizes opportunities to develop his/her abilities.</td>
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<td>5. Seeks feedback and uses it to improve.</td>
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<td>6. Takes responsibility for his/her mistakes and learns from them.</td>
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<td>7. Demonstrates reliability by following through on commitments and obligations.</td>
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<td>8. Takes the necessary measures to manage stress in order to remain calm and respectful in all circumstances.</td>
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<td>9. Demonstrates enthusiasm and pride in his/her work.</td>
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<td>10. Speaks respectfully about the organization.</td>
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