



## Competency Profile for Legal Services – Legal Counsel

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### ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.

**Level 3: Adapts to widely varying needs.**

- Adapts to new ideas and initiatives across a wide variety of issues or situations.
- Supports major changes that challenge traditional ways of operating.
- Adapts interpersonal style to highly diverse individuals and groups in a range of situations.
- Adapts own plans and priorities in anticipation of change.

### CLIENT FOCUS

Providing service excellence to internal and/or external clients, addressing immediate and evolving client needs.

**Level 4: Provides seasoned advice.**

- Acts as a seasoned advisor, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.
- Encourages clients to consider difficult issues when it is in their best interests.
- Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.

### EXEMPLIFYING INTEGRITY

Treating others fairly, honestly and respectfully, furthering the integrity of the organization and its relationships of trust within the work environment and in the broader community.

**Level 1: Acts in fair and ethical manner toward others.**

- Treats everyone equally with fairness, honesty and respect all the time.
- Refrains from behaviour or language that is exclusionary or offensive.
- Focuses on organizational success rather than personal gain.
- Follows through consistently on promises and commitments made to others.
- Presents facts and circumstances transparently, no matter how difficult the facts may be.
- Guards confidential and sensitive information, passing it on only to those that need to know.
- Maintains ethical principles even in the most challenging circumstances.

## ORGANIZATIONAL AWARENESS

Understanding the workings, structure, culture and distribution of power within and beyond the organization and for Parliament as a whole, and applying this understanding to solve problems and achieve desired outcomes<sup>2</sup>

### **Level 2: Understands and applies informal organizational structures and processes.**

- Identifies the unwritten, informal structures, culture, rules, power dynamics and decision-making processes.
- Builds an informal network of relationships to facilitate progress toward objectives.
- Positions arguments based on an understanding of informal communities of shared interest.
- Recognizes unspoken organizational constraints – what is and is not possible at certain times or at certain levels.
- Applies both formal and informal channels or networks for acquiring information and assistance and for accomplishing work goals.

## ANALYTICAL THINKING

Analyzing and synthesizing information to understand issues, identify options and support sound decision-making

### **Level 4: Applies broad analysis.**

- Integrates information from diverse sources, often involving large amounts of information.
- Thinks several steps ahead in deciding on the best course of action, anticipating likely outcomes.
- Develops conceptual frameworks that guide analysis by describing patterns of complex relationships among elements and events in the operating environment.

## LEGAL ADVICE

Offering oral and written legal advice on issues affecting individuals or organizations, based on an understanding of the law, the applicability of pertinent laws, the context and experience

### **Level 3: Demonstrates intermediate knowledge and ability, and applies the competency, with minimal or no guidance, in the full range of typical situations. Requires guidance to handle novel or more complex situations.**

- Anticipates potential legal problems and recommends appropriate preventive action.
- Manages complex individual or group complaints and legal cases.
- Offers legal advice based on analysis of factual information, experience and judgment.
- Advises clients on their best possible action given the law and circumstances.
- Develops strategy in legal cases.
- Provides oversight to ensure legislation and procedures are followed appropriately.
- Drafts contracts and letters on behalf of clients.

**ATTENTION TO DETAIL**

Working in a conscientious, consistent and thorough manner to ensure accuracy and the quality of work products and services delivered

**Level 3: Demonstrates concern for thoroughness and accuracy.**

- Identifies multiple sources of and approaches to information to ensure that details are addressed.
- Reviews the work of others for accuracy and thoroughness.
- Follows up to ensure tasks are completed and commitments are met by others.
- Verifies that work has been done according to procedures and standards.

**COMMUNICATION**

Communicating clearly and respectfully with different audiences, both orally and in writing

**Level 4: Communicates complex messages.**

- Communicates complex issues to widely varying audiences, in a clear and credible manner.
- Handles difficult on-the-spot questions (e.g., from senior executives, public officials, interest groups or the media).
- Secures support for ideas or initiatives through high-impact communication.
- Writes on complex and highly specialized issues (e.g., policy, law, science, economics, international affairs, parliamentary procedure).
- Evaluates written material to ensure accuracy, clarity and influence, making changes when necessary.

**RESEARCH**

Understanding what information is needed, identifying how to locate and collect data from the appropriate sources, and analyzing information to make recommendations and prepare meaningful reports for decision-making

**Level 4: Demonstrates advanced knowledge and ability, and applies the competency in new or complex situations. Guides other professionals.**

- Communicates research results and conclusions to enhance clients' and colleagues' capabilities.
- Provides feedback and guidance to assist others in clarifying problems, making comparisons and identifying critical distinctions.
- Capitalizes on a broad, as well as in-depth, perspective and knowledge base when making inferences.
- Explains research results, providing conclusions and recommendations to clients as appropriate.