



Competency Profile for Management – Manager

ADAPTABILITY

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

Level 4: Adapts plans and goals.

- Adapts organizational or project plans to meet new demands and priorities.
- Revises project goals when circumstances demand it.
- Responds quickly to shifting opportunities and risks.

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 3: Proactively identifies and balances ethical issues across teams and functions.

- Promotes the discussion of practical and relevant ethical dilemmas within the work environment and appropriate behaviours to deal with them.
- Maintains the status of ethics as compulsory in the organization by holding everyone accountable.
- Develops metrics to track initiatives related to the Library's Values and Ethics Code.
- Monitors the work environment to identify and address ethical issues that could negatively affect the organization or stakeholders.

MANAGING PEOPLE

Managing others to ensure their work contributes to organizational goals by developing individuals, building teams, resolving conflicts and applying workplace policies

Level 3: Builds and manages teams, implementing people management strategies.

- Balances the needs of employees and the interests of the organization.
- Supports employees' career plans and learning opportunities.
- Applies company policies and procedures in managing direct reports' performance.
- Shares own knowledge and experience to support others in achieving their personal and business objectives.
- Coaches colleagues in technical areas, identifying training and development needs to support professional growth.

DECISION-MAKING

Applying critical thinking, good business sense and organizational values to make decisions involving varying levels of risk and ambiguity

Level 3: Makes decisions in unclear situations.

- Applies guidelines and procedures that leave considerable room for discretion and interpretation.
- Makes decisions based on partially defined factors and incomplete information.
- Involves the right people in the decision-making process, when applicable.
- Foresees longer-term implications of decisions that are not readily apparent.
- Selects new information to share with key stakeholders to enhance their understanding and help with decision-making.
- Considers emerging opportunities and risks to construct defensible options.

ACHIEVEMENT ORIENTATION

Focusing efforts on achieving high-quality results consistent with the organization's standards

Level 4: Improves organizational performance.

- Sets highly challenging, but attainable, goals for own organizational area.
- Assesses group performance against goals to identify areas for improvement.
- Improves inefficient or ineffective work processes.
- Adopts positive motivational approaches, tailored to diverse individuals and groups, to help staff improve performance and maximize results achieved.
- Encourages responsible risk-taking to achieve high-quality results

COMMUNICATION

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

Level 3: Adapts communication.

- Tailors communication (e.g., content, style, tone and medium) to diverse audiences and readerships.
- Reads cues from diverse audiences to assess when and how to change planned communication approach to deliver message effectively.
- Communicates with varying organizational levels, sometimes on the spot.
- Recognizes others' complex or underlying needs, motivations or concerns, communicating effectively despite the sensitivity of the situation.
- Conveys important nuances and context to facilitate understanding of the message or material.

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

Level 3: Understands and applies organizational culture, climate and power dynamics.

- Achieves satisfactory solutions based on an understanding of issues and culture in own and other organizations.
- Recognizes what is and is not acceptable or possible at certain times given the organizational culture, climate and power dynamics.
- Anticipates outcomes based on an understanding of organizational culture and power dynamics.
- Explains how organizational decisions are made and who makes and influences them.
- Applies an understanding of the roles people play in the organization to form alliances and achieve results.

RESILIENCE

Staying energized, productive and focused in the face of challenges, ambiguity, change or strenuous demands, and creating a supportive environment that helps others become more resilient and productive

Level 4: Proactively assists others in dealing with strenuous work demands.

- Provides advice and guidance to others to assist them in coping with difficult or demanding situations.
- Creates a work environment in which wellness and balance are valued.
- Helps others retain a balanced perspective and remain energized, in the face of ongoing or frequent situations involving high-level stress.