



## Competency Profile for Management – Supervisor

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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 2: Maintains client contact.**

- Follows up with clients during and after delivery of services to ensure that their needs have been met.
- Keeps clients up to date on the progress of the service they are receiving and changes that affect them.
- Maintains service to clients during critical periods.
- Addresses clients' issues in order of priority.

### 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 2: Handles ethical dilemmas effectively within teams.**

- Sets clear expectations for employees of ethical behaviours to be demonstrated in the workplace.
- Initiates discussion of ethical dimensions of different situations.
- Identifies ethical dilemmas and takes action to avoid and prevent them.
- Checks all decisions to ensure that they are in accordance with overall organizational values before they are implemented.
- Encourages team members to come forward when they observe ethical lapses.
- Recognizes behaviour that supports transparency and honesty.

## MANAGING PEOPLE

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

### **Level 2: Manages a small team and implements people management practices.**

- Chairs working groups to lead information-gathering processes.
- Plans team members' work based on the team's objectives.
- Evaluates individual performance based on fair criteria, taking diversity into account.
- Addresses human rights complaints (e.g., harassment, discrimination) immediately after incidents are reported.
- Resolves interpersonal or personal problems that are affecting performance.
- Follows human resources policy and processes for issue escalation.

## DECISION-MAKING

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

### **Level 2: Makes decisions by interpreting guidelines and policies.**

- Applies guidelines and procedures that require some interpretation in dealing with exceptions.
- Makes straightforward decisions based on information that is generally adequate.
- Compares the importance of various factors on specific aspects of an issue.
- Recognizes when analysis is sufficient to proceed with making a good decision.
- Identifies potential implications of own decisions.

## ACHIEVEMENT ORIENTATION

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

### **Level 3: Helps others consistently meet standards.**

- Assists others to improve efficiency.
- Coaches others to follow own example of excellence.
- Contributes ideas for improvements in work methods and outcomes.

## TECHNICAL AND FUNCTIONAL CAPABILITY

Understanding and applying technical and functional knowledge and skills to accomplish work objectives, while keeping up to date with new developments in the subject area and continuing to enhance skills

### Level 4: Demonstrates advanced knowledge and ability

- Deals with new or complex issues in the technical or functional area.
- Adapts approaches in novel situations.
- Explains advanced or complex concepts and methods.
- Guides others in the technical or functional area.
- Makes recommendations on the best course of action in complex situations.

## 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 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.