



Competency Profile for Project Management – Officer

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 3: Provides added value.

- Looks for ways to add value beyond clients' immediate requests.
- Addresses underlying and long-term client needs.
- Enhances client service delivery systems and processes.
- Anticipates clients' upcoming needs and concerns.

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.

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.

INITIATIVE

Dealing with situations and issues proactively and persistently, seizing opportunities that arise

Level 3: Addresses imminent issues or opportunities (“imminent” does not necessarily mean that a crisis is involved).

- Takes action to avoid an imminent problem.
- Capitalizes on an imminent opportunity.
- Suggests ways to achieve better results or add value beyond the current situation.
- Perseveres in seeking opportunities to advance organizational objectives in the near term.

PLANNING AND ORGANIZING

Making and following plans and allocating resources effectively to reach goals that are central to organizational success

Level 1: Plans and organizes own activities.

- Plans own activities according to predetermined standards or procedures.
- Monitors the quality and timeliness of own work.
- Seeks clarity on priorities as needed.
- Responsibly uses the resources at own immediate disposal.

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 2: Demonstrates working-level knowledge and ability.

- With guidance, completes common tasks that present limited difficulties.
- Reads standard documents to extract key information.
- Assists superiors in carrying out complex tasks.

TEAMWORK

Working collaboratively with others to achieve organizational goals

Level 4: Coaches others and resolves conflicts.

- Coaches others on teamwork skills to promote high team performance.
- Provides constructive feedback to fellow team members.
- Facilitates beneficial resolutions to conflict among team members.

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 3: Adapts to ongoing or regular strenuous work demands.

- Retains perspective in the face of difficult or demanding situations (pervasive ambiguity, frequent change, heavy workloads).
- Describes disruptions as challenges rather than threats.
- Adjusts personal coping mechanisms to deal with disruptions.