



Competency Profile for Project Management – Senior 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 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.

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.

ANALYTICAL THINKING

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

Level 2: Identifies critical relationships in information.

- Identifies critical connections and patterns in information and data.
- Draws logical conclusions based on an in-depth analysis of information.
- Recognizes causes and consequences of actions and events that are not readily apparent.
- Anticipates obstacles in considering next steps.

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: knowledge and ability. 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.

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.