

Introduction:

This document has been developed for Hiring Managers responsible for filling Strategic Leadership level vacancies. It will provide helpful information on how to use leadership competencies in hiring.

What is a competency and why are competencies important?

Leadership competencies describe the attributes, traits and motives that leaders in the BC Public Service need to demonstrate in order to support our desired organizational culture and deliver our programs and services for the province.

Leadership competency framework consists of a definitional statement that is intended to indicate the intent of the competency. The competency is then described by a number of key behaviours that demonstrate proficiency.

Using Leadership Competencies for Recruiting and Selection:

There are now six core competencies that will be used to assess candidates for all Strategic Leadership positions. There are also job profile specific competencies for particular strategic leadership roles (see “Job Profile Specific Leadership Competencies” below), as well as additional competencies that may be essential for the given role. The Hiring Manager will determine what additional competencies, if any, should be assessed and how.

Leadership competencies may be assessed using a variety of assessment methods such as oral interview, presentation, written assignment, role play and reference check. The most commonly used method to assess competencies is the behavioural event interview, where job candidates are required to share past work examples that demonstrate the competency.

To assess leadership competency in an interview, the hiring panel will develop competency based interview questions. Please contact [MYHR](#) for sample leadership competency interview questions. The job candidate will be required to demonstrate a number of key behaviours that demonstrate proficiency for each competency. The behaviours identified for each competency in the guide will be used as a guideline when evaluating the response.

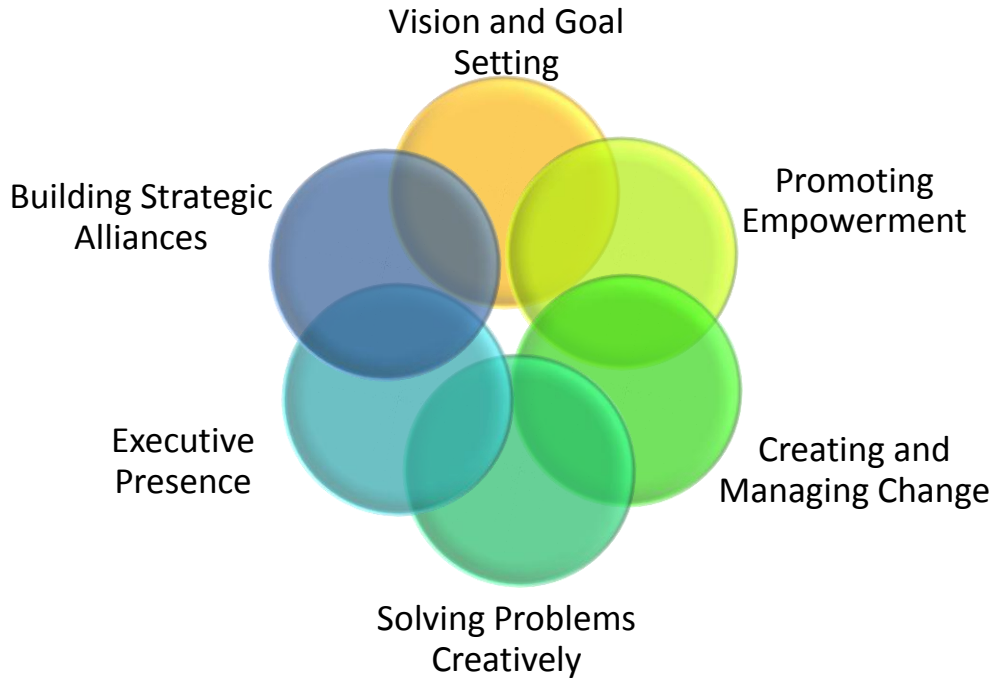
IMPORTANT:

- **The key behaviours in the guide are not intended to represent all possible behaviours for each competency.**
- **Behaviours are examples, intended as a guideline to the key behaviours desired for a given competency.**
- **The behaviours are not cumulative (there is no scale/ levels) and are rather examples of the desired behaviours.**

- The position may require any or all of the behaviours listed under competency definition. Candidate may be evaluated against any or all of the behavioural examples listed for a given competency.

Core Competencies for All Strategic Leaders

All Strategic Leaders in the BC Public Service are expected to demonstrate the following six core behavioural competencies. All strategic leadership job profiles will list strategic leadership core competencies under job requirements.



Job Profile Specific Leadership Competencies

In addition to the six strategic leadership core competencies, the following job profiles have been identified with additional strategic leadership job profile specific competencies:

Strategic Leader Job Profile	Job Profile Specific Competency
Service Delivery	Motivating For Peak Performance
Project Management	Building Team Orientation & Design Strategy And Structure
Governance	Design Strategy And Structure
Negotiations	Negotiating/ Conflict Management
Stakeholder Relations	Communicating Effectively

Note: There are other leadership competencies that may also be important to any given role. For more information on BC Public Service competencies, go to the [competencies overview](#) currently posted on @Work.

Leadership Competencies Guide for Hiring

Core Leadership Competencies for all Strategic Leaders

The following six core competencies will be used to assess applicants for all Strategic Leadership positions.

Vision and Goal Setting

Vision and goal setting involves knowledge and skills in establishing official and operative goals for the organization/units and to establish a system of measuring effectiveness of goal attainment. This job requires the following most of the time:

- Develops a vision for the unit and translates this vision into action
- Whenever possible, involves the unit in the creation of the vision and plan
- Communicates corporate goals and objectives within the unit
- Aligns unit tasks and objectives with corporate goals and objectives
- Establishes clear targets and measures to track progress toward unit objectives
- Shares organizational performance measurement information and encourages dialogue and analysis

Promoting Empowerment

Promoting empowerment involves knowledge and skills in using processes such as delegation and information sharing to enhance subordinate ownership and empowerment over their task and performance. This job requires the following most of the time:

- Looks for opportunities for delegation to occur in the unit whenever possible
- Empowers employees to take risks, supports them when things go wrong and encourages them to learn from setbacks and failures
- Gives subordinates the authority and resources to get the job done when assigning responsibility for task accomplishment
- Holds subordinates responsible for the successful completion of tasks assigned
- Coaches employees to achieve their goals
- Has an awareness of demographic trends and generational differences when working with employees

Creating and Managing Change

Creating and managing change involves knowledge and skills to manage in the organization through setting direction and urgency, building a coalition of support, communicating widely, handling resistance to change and facilitating implementation of successful change actions. This job requires the following most of the time:

- Develops and uses different methods to help employees to positively react to change
- Actively embraces change efforts and initiatives to improve unit performance

- Works with others to identify creative ideas to manage change in the unit
- Works to build support, remove organizational barriers and get the necessary resources to implement change
- Applies best practices in change management models to create employee buy in and achieve sustained change

Solving Problems Creatively

Solving problems creatively involves knowledge and skills in fostering creative problem solving in the organization through critical reflection, problem analysis, risk assessment and rewarding innovation. This job requires the following most of the time:

- Uses innovative methods and technologies to get things done
- Reframes or restructures problems in a different way, when necessary, to solve them
- Is willing to try radically different ways of solving a problem even if it has never been done before
- Uses collaborative approaches to increase creativity and innovation

Building Strategic Alliances

Building Strategic Alliances involves knowledge and skills to engage in internal and external stakeholder analysis and to negotiate agreements and alliances based on a full understanding of power and politics. This job requires the following most of the time:

- Builds multiple external collaborative relationships to support unit performance
- Identifies and accommodates external political activities that could affect the work and success of the unit
- Takes political and organizational realities into account when dealing with issues
- Identifies the key issues and accommodates the key players when dealing with external parties/units on joint projects
- Takes an inclusive approach when working with diverse stakeholders.

Executive Presence

Building Executive Presence involves knowledge and skills in influencing others and having an observable impact at the executive level, through personal credibility, leadership, confidence, and an understanding of other people's perspectives and interests. This job requires the following most of the time:

- Gets ideas heard and uses good judgment to achieve appropriate impact at an executive level
- Builds credibility based on using expertise in an honest and consistent manner
- Uses body language and visual image to convey confidence, engagement and composure
- Thinks before speaking and states own perspective confidently, even in the face of challenge by others who hold power or influence
- Communicates effectively by using clear language and level of detail appropriate to the audience, and is aware of their effect upon others.

Leadership Competencies for Specific Job Profiles

The following competencies are optional, and may be used to assess candidates for specific strategic leadership roles in addition to the six strategic leadership core competencies.

Service Delivery: Motivating for Peak Performance

Motivating for peak performance involves knowledge and skills in using motivational techniques such as job design, role clarification, reward systems and performance appraisal to motivate optimum subordinate performance. This job requires the following most of the time:

- Creates a work environment where employees are challenged and fulfilled
- Recognizes and rewards good performance in the unit
- Assigns tasks and responsibilities in a manner consistent with subordinates' interests and abilities without compromising unit objectives
- Distributes rewards to subordinates fairly and clearly communicates the distribution rationale
- Understands the main drivers of employee engagement and what drives performance
- Takes a coaching approach to performance conversations

Project Management: Building Team Orientation

Building team orientation involves knowledge and skills in developing group identity, participative decision making and open and effective communication. This job requires the following most of the time:

- Creates teams that have the right mix of people, values all team members, and recognizes each team member's unique contribution
- Fosters team cohesion by getting involved in the day-to-day events of the unit
- Provides the information the teams need to achieve their goals and objectives
- Involves team members in decision making when their commitment is important for implementation
- Identifies and engages in team development activities as needed

Project Management and Governance: Designing Strategy and Structure

Designing strategy and structure involves knowledge and skills in the analysis of the environment, size of the organization, strategy and use of technology. This job requires the following most of the time:

- Takes constraints and opportunities into account when setting goals and making plans for the unit
- Organizes people and resources in the unit to make the structure compatible with the unit's strategic plan
- Adopts appropriate work methods, systems and processes for achieving unit goals
- Ensures that the unit's goals, structure, strategy and work methods all fit well together (are compatible with each other)
- Views business processes through a Lean lens

Negotiations: Negotiating/Conflict Management

Negotiating/conflict management involves knowledge and skills to engage in two-party/multi-party negotiations and to facilitate third-party intervention or mediations into conflict situations. This job requires the following most of the time:

- Builds consensus and seeks the cooperation of others when working with other parties/units
- Recognizes and manages difficult relationships by stressing the importance of valuing diverse viewpoints
- Manages conflict by focusing on participants underlying interests rather than their stated positions
- Deals with issues rather than personalities and does not make things personal in negotiation with external units

Stakeholder Relations: Communicating Effectively

Communicating effectively involves good presentation skills (verbal and written), careful listening, problem framing and use of presentation technologies. This job requires the following most of the time:

- Is clear and convincing when making presentations to external audiences
- Adapts presentation to the audience when speaking or presenting
- Listens carefully to different audiences in order to understand their key points and major concerns
- Frames issues so that different audiences can understand them
- Makes effective use of new technologies and platforms for communication

Other Leadership Competencies

The following leadership competencies are in place for the business leadership and strategic leadership level (while noting that the six competencies identified as core for strategic leaders are the main competencies for focus).

Developing People

Developing people involves knowledge and skills such as mentoring, performance evaluation and feedback, career planning and coaching to enhance subordinates growth and development. This job requires the following most of the time:

- Provides subordinates with feedback on their performance and supports their improvement efforts
- Provides all subordinates with opportunities to advance their skills
- Focuses on both the satisfactory and unsatisfactory aspects of work performance when giving feedback to employees
- When giving feedback, provides suggestions and coaching for future development

Corporate Intrapreneurship

Corporate intrapreneurship focuses on venture creation, governance, differentiation and integration of new ventures within the organization. This job requires the following most of the time:

- Pursues opportunities on behalf on the unit within the organization for new areas of activities
- When dealing with the new challenges or initiatives, moves forward in the face of incomplete or unclear information and adapts along the way
- Takes the lead in addressing risky situations/problems
- When faced with setbacks and discouragement in a new project, searches for solutions to keep the project going

Seeking and Using Feedback

Seeking and using feedback involves knowledge and skills of seeking and using feedback from others to improve one's performance and authenticity. This requires active listening and modeling personal change in order to foster trust in the whole organization. This job requires the following most of the time:

- Seeks feedback on performance
- Changes behaviour in response to feedback
- Responds non-defensively to negative feedback
- Reflects on own performance and identifies area for improvement

Fostering Trust

Fostering trust involves knowledge and skills to build and sustain trust in an organization and between the leader and his/her colleagues, through integrity, concern for others and consistent behaviour, following through on commitments and open communications. This job requires the following most of the time:

- Treats people in a consistent way in the unit
- Keeps promises made to the people in the unit
- Provides opportunities for employees in the unit to express opinions and influence outcomes
- Demonstrates understanding and consideration for the needs and interest of people in the unit

Handling Crises

Handling crises involves effectively managing risks and crises, and handling public relations. This job requires the following most of the time:

- Prevents crisis situations by paying attention to warning signs
- Involves the appropriate people when planning response and/or recovery activities for a crisis or in anticipation of one
- Makes decisions and take action to deal with the problems during crisis situations