

**MINISTER'S ADVISORY COUNCIL ON ABORIGINAL WOMEN
- CORE COMPETENCIES -**

POSITION: Chair

CORE COMPETENCIES:

- Strategic leadership
- Builds relationships
- Creates impact
- Integrity
- Professional awareness
- Agency governance
- Manages for results

STRATEGIC LEADERSHIP

Strategic leadership means providing strategic guidance by linking long-range vision and concepts to daily tasks; inspiring, motivating and leading others; clearly articulating a complex understanding of internal and external factors that may impact the work of the Council; and, leading change and adapting strategies as necessary.

Strategic leadership is demonstrated by:

- Approaching initiatives from a thoughtful, strategic perspective
- Championing new initiatives and working towards their achievement
- Overseeing development of the Council's vision, goals and strategies
- Ensuring the Council's vision, goals and strategies are aligned with public interests and expectations
- Communicating the Council's vision, goals and strategies internally and externally
- Maintaining an awareness of internal and external factors that may affect the Council
- Planning and monitoring to ensure a prudent use of the Council's financial and human resources, including its Secretariat and MARR staff
- Recognizing strategic opportunities and prioritizing initiatives accordingly
- Managing individual member and Council performance, and implementing corrective action to encourage Council excellence
- Ensuring the Council's performance is reviewed annually and adjusted as required

BUILDS RELATIONSHIPS

Building relationships is achieved by working cooperatively with all partners, networks and individuals to solve problems, achieve mutual goals and promote collaboration. It includes leveraging existing relationships, networks and contacts to build stronger, more effective relationships with existing partners, and to develop new partnerships and opportunities. It also includes an inherent understanding that change is more effectively achieved when partners work together, and that relationships operating on trust form a foundation for success.

Building relationships is demonstrated by:

- Internally:
 - Building appropriate relationships based on trust and the attainment of mutual goals
 - Establishing an environment for Council members that fosters a high degree of creativity, safety and contribution
 - Building team dynamics that encourage collegiality, trust and shared understanding
 - Tactfully dealing with disagreements, and using these situations to build increased understanding
 - Identifying opportunities for effective communication and coordination between the Council, Secretariat and MARR staff
 - Working to ensure a shared understanding of ongoing plans and initiatives
- Externally:
 - Working collaboratively with the Minister of Aboriginal Relations and Reconciliation, and other provincial ministers, to provide and obtain information
 - Maintaining a network of partners, groups and contacts to enhance and build relationships, and gather information
 - Respectfully engaging partners and appropriately liaising with them to seek input or support

CREATES IMPACT

Creating impact is the ability to encourage or influence others to adopt a specific course of action that may impact plans, priorities, tasks, processes and people. It includes the use of effective techniques and facilitation skills to achieve desired results, and is accomplished by leading others with a positive attitude, energy and resilience.

Creating impact is demonstrated by:

- Developing and maintaining a positive reputation as an effective and knowledgeable leader who inspires others
- Anticipating and identifying different points of view, and using effective strategies to build support and agreement regarding a course of action
- Internally:

- Demonstrating the ability to positively influence, coordinate and guide the functions of the Council, Secretariat and MARR staff
- Acting as a liaison to ensure the Council has the information it needs to make effective decisions, and to ensure the Secretariat and MARR staff clearly understand the Council's direction
- Facilitating open, productive and probing discussion among Council members to determine a sound course of action and consensus decision making
- Knowing when to insist, when to compromise, when to negotiate and how to build consensus to bring closure to a matter by decision
- Externally:
 - Recognizing the effect of personal communication styles when working with partners, and adapting communication approaches as needed
 - Demonstrating flexibility and adaptability in addressing the needs of outside entities

INTEGRITY

Integrity is the ability and desire to hold oneself and others accountable for acting in public and private ways that are consistent with high ethical values, principles and professional standards. It includes acting to fulfill public service values such as transparency, efficiency, honesty, financial responsibility and accountability.

Integrity is demonstrated by:

- Setting the business and ethical tone of the Council
- Promoting the importance of integrity and ethics
- Upholding the fiduciary duties and due diligence required of Council members
- Encouraging open and honest discussion, even in difficult deliberations
- Leading action based on ethical values, even when cost or risk is associated
- Protecting confidential and sensitive information pertaining to the Council
- Supporting, respecting and promoting the principles of equity, diversity and regional representation when developing a course of action
- Ensuring standards are set and policies put in place to ensure the Council uses public funds with integrity and honesty
- Ensuring the development of Council Code of Conduct and Conflict of Interest policies, and monitoring for compliance
- Identifying, disclosing and addressing conflict of interest situations, and in such cases ensuring the individual refrains from deliberations and decision-making

PROFESSIONAL AWARENESS

Professional awareness is the knowledge of laws, practices, processes, professional skills, partners and culture specific to the Council's environment.

Professional awareness is demonstrated by:

- A thorough knowledge of the Council's business and professional environment
- Bringing the "big picture" to discussions to encourage effective decision-making
- Articulating a range of external factors that may impact the Council, such as governing laws, professional practices, partner requirements and operating culture
- Comprehending standard financial and operational practices, including financial literacy, budget development and budget implementation
- Understanding what is required to achieve excellence and leveraging this knowledge to advance the Council's accomplishments and reputation
- Keeping abreast of trends and developments that may impact the Council and creating effective strategies as required.
- Encouraging and creating opportunities for Council members to engage in continuous learning and professional development

AGENCY GOVERNANCE

Agency governance means possessing knowledge and skills to effectively govern the affairs of the Council, in alignment with its legal framework and mandate.

Agency governance is demonstrated by:

- Leading the Council within its legal framework and mandate
- Ensuring the Council's activities are in accordance with its mandate, governing statutes and approved work plans.
- Complying with requirements set out in relevant legislation or government processes
- Providing the Minister with the Council's work plan and reports, which reflect a prudent and transparent use of public funds
- Revising goals and plans to reflect changing priorities and conditions
- Providing timely and quality advice to the Minister and MARR on matters impacting the Council, its mandate and its partners
- Overseeing the development of an annual report, which is an accurate description of how the Council has met its goals
- Supporting the development of Council members by providing them with advice and encouraging professional development
- Committing to sound governance and financial practices

MANAGES FOR RESULTS

Managing for results is the ability to plan for and achieve measurable results and reach successful outcomes at an individual and collective level. It includes a piercing focus on desired outcomes, setting challenging goals, making difficult decisions, and anticipating and addressing potential obstacles to achieve excellent results.

Managing for results is demonstrated by:

- Establishing new goals that help meet the Council's vision and mandate
- Developing desired outcomes that are both realistic and challenging
- Establishing and monitoring measurable results that contribute to desired outcomes
- Monitoring the development of Council's annual work plan and report, ensuring they operate within approved expenditures
- Ensuring complex Council decisions and objectives are translated into articulate, workable plans
- Ensuring the Council carries out its mandate effective and efficiently