



Where ideas work

BC Public Service Competencies

Competencies that support **LEADING PEOPLE**

For Executive and Directors:

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.

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.

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.

Building Team Orientation

Building team orientation involves knowledge and skills in developing group identity, participative decision making and open and effective communication.

For Managers, Supervisors and Staff

Change Leadership

Change Leadership involves creating a new vision for the organization and taking the required actions to ensure that the members of the organization accept and support the vision. It generally requires the individual to be in a relatively senior or high level position, although this is not always the case.

Change Management

Change Management is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

Developing Others

Developing Others involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this competency to be considered, the individual's actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.

Empowerment

Empowerment is the ability to share responsibility with individuals and groups so that they have a deep sense of commitment and ownership. People who practice empowerment participate and contribute at high levels, are creative and innovative, take sound risks, are willing to be held accountable and demonstrate leadership. They also foster teamwork among employees, across government and with colleagues, and, as appropriate, facilitate the effective use of teams.

Holding People Accountable

Holding People Accountable involves setting high standards of performance and holding team members, other government jurisdictions, outside contractors, industry agencies, etc., accountable for results and actions.

Leadership

Leadership implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.

Competencies that support **ACHIEVING BUSINESS RESULTS**

For Executive and Directors

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.

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.

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.

Corporate Intrapreneurship

Corporate intrapreneurship focuses on venture creation, governance, differentiation and integration of new ventures within the organization.

For Managers, Supervisors and Staff

Analytical Thinking

Analytical Thinking is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.

Business Acumen

Business Acumen is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

Conceptual Thinking

Conceptual Thinking is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.

Decisive Insight

Decisive Insight combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.

Long Term Focus

Long Term Focus combines reasoned and realistic judgement and commitment to key outcomes. It demands a blending of visionary thought and drive with pragmatism and perseverance, and has been described as "steering a steady course through uncharted or difficult waters". Individuals with this competency have the ability to maintain the commitment of others, and rely upon self-confidence and insight to meet individual, situational or organizational challenges.

Managing Organizational Resources

Managing Organizational Resources is the ability to understand and effectively manage organizational resources (e.g., people, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.

Planning, Organizing and Coordinating

Planning, Organizing and Co-ordinating involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.

Problem Solving / Judgement

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Strategic Orientation

Strategic Orientation is the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices.

Competencies that support **PERSONAL EFFECTIVENESS**

For Executive and Directors

Seeking and Using Feedback

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

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.

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:

For Managers, Supervisors and Staff

Building Partnerships with Stakeholders

Building Partnerships with Stakeholders is the ability to build long-term or on-going relationships with stakeholders (e.g. someone who shares an interest in what you are doing). This type of relationship is often quite deliberate and is typically focused on the way the relationship is conducted. Implicit in this competency is demonstrating a respect for and stating positive expectations of the stakeholder.

Commitment to Continuous Learning

Commitment to Continuous Learning involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward.

Concern for Order

Concern for Order reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.

Continuous Development

Continuous Development involves proactively taking actions to improve personal capability. It also involves being willing to assess one's own level of development or expertise relative to one's current job, or as part of focused career planning.

Expertise

Expertise includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.

Flexibility

Flexibility is the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as situations change and accepting changes within one's own job or organization.

Improving Operations

Improving Operations is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Ministry. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

Initiative

Initiative involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities. As such, initiative can be seen in the context of proactively doing things and not simply thinking about future actions. Formal strategic planning is not included in this competency.

Innovation

Innovation indicates an effort to improve performance by doing or promoting new things, such as introducing a previously unknown or untried solution or procedure to the specific area or organization.

Integrity

Integrity refers to actions that are consistent with what one says are important. People with integrity "walk the talk" by communicating intentions, ideas and feelings openly and directly, and welcoming openness and honesty even in difficult negotiations.

Organizational Commitment

Organizational Commitment is the ability and willingness to align one's own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.

Reflecting on Difficulties

Reflecting on Difficulties is the willingness to "work through" the personal experience of having contributed to an unsuccessful outcome. It is expressed by how individuals explain problems, failures or negative events and what they have learned from those difficulties.

Results Orientation

Results Orientation is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a Results Orientation

Self Confidence

Self-Confidence is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decision or opinions.

Self Control

Self-Control is the ability to keep one's emotions under control and restrain negative actions when provoked, faced with opposition or hostility from others, or when working under stress. It also includes the ability to maintain stamina under continuing stress.

Competencies that support **INTERPERSONAL RELATIONSHIPS**

For Executive and Directors

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.

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.

Communicating Effectively

Communicating effectively involves good presentation skills (verbal and written), careful listening, problem framing and use of presentation technologies.

Handling Crises

Handling crises involves effectively managing risks and crises, and handling public relations.

For Managers, Supervisors and Staff

Concern for Image Impact

Concern for Image Impact is an awareness of how one's self, one's role and the organization are seen by others. The highest level of this competency involves an awareness of, and preference for, respect for the organization by the community. Concern for Image Impact is particularly appropriate for senior management positions.

Conflict Management

Conflict Management is the ability to develop working relationships that facilitate the prevention and/or resolution of conflicts within the organization.

Customer / Client Development

Customer/Client Development involves the genuine intent to foster the learning or development of a diverse clientele. "Customers/clients" include the public, internal clients, colleagues, partners, co-workers, peers, branches, ministries/agencies and other government organizations.

Engaging External Partners

Engaging External Partners identifies and involves external stakeholders in order to foster long term partnerships.

Impact / Influence

Impact and Influence is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.

Information Seeking

Information Seeking is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.

Listening, Understanding, and Responding

Listening, Understanding and Responding is the desire and ability to understand and respond effectively to other people from diverse backgrounds. It includes the ability to understand accurately and respond effectively to both spoken and unspoken or partly expressed thoughts, feelings and concerns of others. People who demonstrate high levels of this competency show a deep and complex understanding of others, including cross-cultural sensitivity.

Organizational Awareness

Organizational Awareness is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

Partners with Stakeholders

Partners with Stakeholders is the desire to work co-operatively with all stakeholders to meet mutual goals. It involves an awareness that a relationship based on trust is the foundation for success in delivering results.

Relationship Building

Relationship Building is working to build or maintain ethical relationships or networks or contacts with people who are, or may be, potentially helpful in achieving work-related goals and establishing advantages. These people may include customers, clients, counterparts, colleagues, etc.

Service Orientation

Service Orientation implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.

Teamwork and Cooperation

Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.