

Alberta Public Service

Competency Model

January, 2003

Why Competencies?

In every job, some people perform more effectively than others. Thirty years of research conducted by Hay McBer have shown that exceptional performers use a variety of approaches and behaviours to get the job done. What the research also shows is that exceptional performers use a *different* variety of approaches and behaviours than those individuals who perform at the expected level.

Think of the “best” teacher or doctor in your life experience. Chances are, that teacher or doctor demonstrated not only sound technical knowledge and skills, but also a variety of behaviours that made your experience with that professional an exceptional one.

Competencies provide a means of looking at those behaviours that differentiate the “best from the rest” and a common language for talking about critical on-the-job behaviours.

Competencies are:
any attitude, skill, behaviour, motive or other personal characteristic that are essential to perform a job, or more importantly, differentiate superior performers from solid performers.

The APS competencies provide an integrated approach to support multiple applications and initiatives, and yet still allow for comparability of results across government.

The competencies were grouped into **Core** – those that apply to all positions within the APS and **Role-Specific** – those that apply only to certain roles within the APS. These competencies will be critical to some positions. There are 7 Core competencies and 8 Role-Specific.

The **Core** competencies are:

- Adaptability
- Client Focus
- Communication
- Organizational Awareness
- Problem Solving and Judgment
- Results Orientation
- Teamwork

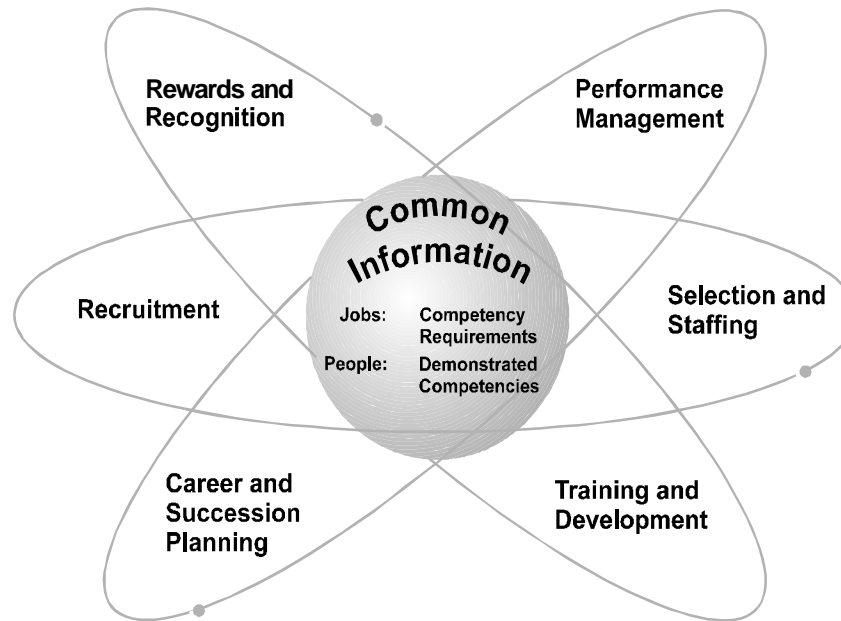
The **Role Specific** Competencies are:

- Developing Others
- Innovation
- Impact and Influence
- Leadership
- Relationship Building
- Resource Management
- Self-Management
- Strategic Thinking

How will we use this framework?

In general, competencies provide:

- ◆ A nucleus for an integrated human resources approach.
- ◆ A common language for all APS employees to understand.



The Revised Competency Framework has:

- ◆ Core competencies, which apply to all positions.
- ◆ Role-Specific competencies which apply to only certain positions.

Technical Competencies are technical knowledge, skills, and abilities that apply to specific positions within the APS. They are *not* included in the competency framework. These competencies are clearly critical and are determined on a position basis.

How to Read the Framework

Each competency has a number of levels:

- ◆ Each level is cumulative, that is the behaviours in the previous level are generally prerequisites for higher-level behaviour.
- ◆ The number of levels for each competency varies depending on the complexity of the behaviour described.
- ◆ Different positions have different requirements and therefore will have different levels of excellence or target levels for that role. The level of excellence describes what the behaviour “looks like” when we think of superior performance in a particular competency *and* in a particular type of job.
- ◆ Levels of excellence tell us where to focus developmental efforts for the greatest improvement in performance. Levels of excellence are not minimal standards nor are they unattainable, rather they define a level of excellence that is doable within the confines of the position.
- ◆ To learn more about Levels of Excellence, go to www.chr.alberta.ca/loe.

Strategic Background to Competencies

Vision:

Proudly working together to build a stronger province for current and future generations.

We do this by achieving objectives in five foundation goals: *Alignment, Commitment, Competence, Versatility and Well-being.*

The five areas were reviewed for their continuing relevance to the APS and what these strategic goals looked like in practice. Competencies are the behaviours that underlie the achievement of the strategic goals. The following examples are of behaviours that illustrate the strategic goal and the competencies that support these behaviours.

- For example, when we demonstrate alignment through an understanding of how we contribute to the organization (Organizational Awareness and Strategic Thinking).
- When we are committed, we contribute to the organization by speaking positively and going the extra mile for clients and team members (Client Focus and Teamwork).
- We demonstrate competence by learning from our mistakes, working positively with others, and using our expertise to help others (Teamwork, Impact and Influence, Developing Others and Self-Management).
- We demonstrate versatility by adapting to changes in the process and understanding how change impacts ourselves and our team (Leadership, Adaptability, Teamwork).
- We demonstrate Well-being by looking after each other on the job. It is being able to listen to others and understand their viewpoint and communicate effectively. (Teamwork, Communication, Self-management)

The chart on the next page outlines how all the competencies are related to the foundation goals.

Foundation Goals	Related Competency
<p>Alignment</p> <p>We need to ensure the goals and behaviours of individual employees are aligned with department and government goals.</p>	<ul style="list-style-type: none"> • Strategic Thinking • Leadership • Results Orientation • Organizational Awareness • Resource Management • Impact and Influence
<p>Commitment</p> <p>We need to introduce processes that build employee commitment to government goals and values.</p>	<ul style="list-style-type: none"> • Client Focus • Leadership • Results Orientation
<p>Versatility</p> <p>We need to ensure Alberta public service employees can adapt to meet changing needs.</p>	<ul style="list-style-type: none"> • Adaptability • Client Focus • Innovation • Leadership
<p>Competence</p> <p>We need to make sure the organization has the knowledge, skills and abilities to accomplish current and future business plan goals.</p>	<ul style="list-style-type: none"> • Developing Others • Relationship Building • Self-Management • Innovation • Problem Solving and Judgment
<p>Well-Being</p> <p>We need to ensure the Alberta public service is an attractive employer for current and potential employees.</p>	<ul style="list-style-type: none"> • Teamwork • Self-Management • Communication

Core Competencies

Adaptability

Definition: Personal willingness and ability to effectively work in, and adapt to change.

Why is Adaptability Important? In an era of significant workplace change, approaching issues and doing things the way they have been done before will no longer be sufficient for success. We need to be willing and able to change the way we approach situations so that new ideas and solutions are encouraged and recognized. We need to maintain our focus and composure during change. Being adaptable means each of us needs to look at different ways of doing things, learn new approaches and be able to shift priorities to meet new priorities.

A. Values need for adaptability	B. Demonstrates adaptability	C. Adapts approach	D. Adapts strategy
<ul style="list-style-type: none"> • Accepts that other people’s points of view are reasonable or valid. • Acknowledges that people are entitled to their opinions, and accepts that they are different. • Open to doing things a new way. • Stays positive when change is introduced. 	<ul style="list-style-type: none"> • Works creatively within standard procedures to fit a specific situation. • Understands policies and can work within them to meet department, work group, team or individual goals. • Steps into co-workers’ tasks when needed or required. Takes on new tasks. • Accepts change even when there is ambiguity. • Able to keep one’s emotions under control when facing a situation that requires adaptability. 	<ul style="list-style-type: none"> • Changes one’s approach as required to achieve intended outcomes. • Prioritizes actions effectively in order to respond to numerous, diverse challenges and demands. • Manages emotions during times of change or stress. • May apply special techniques to manage situations involving stress or change. 	<ul style="list-style-type: none"> • Changes the overall service plan and implements new practices when original approach and assumptions are no longer valid. • Able to shift strategic focus and activities quickly in response to changing organizational priorities. • Devises techniques or plans activities ahead of time to manage change or stress.

Client Focus

Definition: Understanding and meeting or exceeding client needs. Clients are those groups or individuals, internal or external who use the organization's products and/or services.

Why is Client Focus Important? Client Focus is a core competency of the APS because it underlies what we do. It is the cornerstone of an effective public service. It reflects on continuing commitment to the public, the taxpayers of Alberta and “why we work here”. Client Focus links our day to day activities to the mission of the organization and encourages us to keep our competence up to date.

A. Serves Clients Responsively	B. Maintains clear communication with clients	C. Takes personal responsibility	D. Establishes effective client relationships	E. Contributes to positive outcomes for the client	F. Meets long-term client needs	G. Advocates for client needs
<ul style="list-style-type: none"> • Knows who the client is, and talks about the importance of client focus. • Delivers timely and accurate product or service. • Demonstrates professional and courteous service. 	<ul style="list-style-type: none"> • Develops understanding of who does what, and is able to refer client appropriately. • Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction. • Provides helpful information to clients. • Keeps clients up to date about progress of projects. • Follows through on client inquiries, requests, and complaints. 	<ul style="list-style-type: none"> • Delivers a superior product or service. • Takes personal responsibility for correcting client service problems. • Corrects problems promptly and undefensively. 	<ul style="list-style-type: none"> • Understands and responds to specific needs to the client's satisfaction. • Actively supports the interests of the client by making choices and setting priorities to meet their needs. • Puts in significant effort to ensure client's needs are met. 	<ul style="list-style-type: none"> • Gives service beyond clients' expectations by seeking information about the real, underlying needs of the client, providing insights, and recommending actions to address these needs. • Tailors products for a variety of client groups. • Understands how changes in government might impact clients and client needs. 	<ul style="list-style-type: none"> • Identifies trends, anticipates and develops plans to meet future needs of existing and potential clients. • May trade off short-term benefits for the long-term relationship. • Acts as a trusted advisor while looking for long term benefits to the client. • Consults with clients and ensures their needs are represented in the organization's decision-making. 	<ul style="list-style-type: none"> • Actively represents the needs of clients by promoting their interests to appropriate decision-makers. • Persistently lobbies on behalf of clients to integrate their interests into the larger strategic corporate direction.

Communication

Definition: Clearly conveying and receiving messages to meet the needs of all. This may involve listening, interpreting, formulating and delivering: verbal, non-verbal, written, and/or electronic messages.

Why is Communication Important? Effective communication allows us to maintain our competence through gaining understanding. Understanding is critical to ensure we obtain the desired results. Communication is critical to understand and respond effectively to people from diverse backgrounds. Listening carefully allows us to address underlying issues and create better client or internal relationships. Active listening and asking the right questions allows us to uncover and solve problems that might not always be obvious.

A. Expresses self effectively	B. Listens effectively	C. Understands underlying issues	D. Adapts communication for the situation
<ul style="list-style-type: none"> • Communicates in a way that is accurate, timely and easy to understand regardless of medium. • Shares information in an open and honest way. 	<ul style="list-style-type: none"> • Probes to understand unexpressed or poorly expressed thoughts, concerns or feelings. • Reads body language, and other non-verbal cues accurately and uses that understanding to structure and give an appropriate response. • Paraphrases information to check understanding before drawing conclusions. 	<ul style="list-style-type: none"> • Seeks to understand others' frame of reference. • Understands why people behave in a certain way in given situations. • Uses this information to better understand an individual or determine immediate communication needs. • Responds to people's concerns in a manner that promotes longer-term solutions. 	<ul style="list-style-type: none"> • Uses understanding of ongoing underlying issues to identify the most effective method of conveying information. • Uses different ways of conveying a message to add clarity and meaning to communications. • Understands information from receiver's perspective, anticipates others' response and alters own behaviour to respond appropriately.

Organizational Awareness

Definition: Understands the structure and culture of the organization.

Why is Organizational Awareness Important? Knowing organizational realities allows us to develop solutions that fit with the organization and meet its needs. Our complex environment demands knowledge of government structure and function, and an awareness of organizational realities. We need to understand the role and culture of our organization to be better able to serve our clients, to anticipate changes and stay both versatile and committed. Organizational Awareness allows us to accomplish the results we need through the most effective channels.

A. Demonstrates understanding of formal structures in own work group	B. Demonstrates understanding of the informal structure within own work group	C. Demonstrates understanding of the organization beyond own work group	D. Demonstrates understanding of organizational realities	E. Demonstrates understanding of underlying organizational issues
<ul style="list-style-type: none"> • Knows what is needed to do the job. • Knows who to ask for what (i.e. "chain of command", rules and regulations, structure, values, business, goals). 	<ul style="list-style-type: none"> • Recognizes the accepted and unspoken way of doing things and uses this knowledge to get things done. • Uses knowledge of what is and is not possible at certain times or in certain positions when acting within own workgroup. • Understands the roles of others and how they impact own work. • Demonstrates an understanding of what it takes to be successful within own work group. 	<ul style="list-style-type: none"> • Develops and uses informal and formal relationships beyond own work group. • Uses knowledge of what's going on around one's own role. • Recognizes and uses the corporate culture (language, etc.) to produce the best result. • Recognizes unspoken organizational limitations which restrict conduct (i.e. what is and is not possible at certain times or in certain positions). 	<ul style="list-style-type: none"> • Demonstrates use of ongoing power relationships within the organization (e.g. alliances) with a clear sense of organizational impact. • Draws upon knowledge of organizational ramifications – internal and external when taking action. 	<ul style="list-style-type: none"> • Understands the reasons behind ongoing issues within the organization and takes these into account when deciding on a course of action. • Uses knowledge of the underlying problems, opportunities or the forces affecting the organization.

Problem Solving and Judgment

Definition: Ability to assess options and implications, in order to identify a solution.

Why are Problem Solving and Judgment Important? Thinking things through gives us the best solution for a problem and ensures we are continually making decisions in a way that best meets the organization’s needs. Analysis is fundamental to making effective work-related decisions so that actions are based on logical and sound understanding of the business. This is how we analyse all the data in our daily work and process information in order to make effective decisions.

A. Breaks down problems	B. Sees basic relationships	C. Sees multiple relationships	D. Makes complex plans or analyses
<ul style="list-style-type: none"> • Breaks problems down into simple components in order to identify required tasks or activities (e.g., a "To Do" list). 	<ul style="list-style-type: none"> • Develops pro-and-con lists and establishes basic priorities or relationships. • Recognizes cause and effect relationships ("if this, then that" thinking). • Sees simple links and the relationship between components of a problem/situation. 	<ul style="list-style-type: none"> • Breaks down complex situations into manageable parts in a systematic way. • Recognizes several likely causes of events, or multiple consequences and undertakes activities accordingly. (e.g. how will this change affect this project, the strategy and the people involved?). • Acquires new information and applies knowledge to analyze issues and resolve problems. 	<ul style="list-style-type: none"> • Identifies a number of solutions and weighs the value of each to improve results. • Peels back multiple layers of complex problems. • Uses several analytical techniques to break apart complex situations or problems to reach a solution. • Demonstrates significant evaluative judgment that goes beyond drawing conclusions.

Results Orientation

Definition: Knowing what results are important, focusing resources to achieve them in alignment with the goals of the organization.

Why is Results Orientation Important? Results Orientation helps us achieve organizational goals. When we are motivated and focused we can achieve standards of excellence beyond what we thought possible. A focus on results and getting things done provides us with a sense of accomplishment and well-being; helps us stay committed and means we accept accountability for achieving aligned outcomes for our clients. A strong Results Orientation helps us stay energized when things get tough and we need to keep the goal in mind.

A. Meets job expectations	B. Improves performance beyond expectations of the role	C. Sets and works to meet challenging objectives	D. Improves performance in work unit	E. Sets challenging organizational goals and seizes opportunities
<ul style="list-style-type: none"> • Reports on progress. • Knows and understands relevant goals for own role. • Performs daily tasks to meet established standards. • May focus on new or more precise ways of meeting the expectations of the role. • Follows through on duties and tasks. 	<ul style="list-style-type: none"> • Makes specific changes in the system or in own work methods to improve performance beyond the expectations of the role. Rethinks processes and eliminates duplications. • Tracks progress against job expectations in order to make adjustments to performance as required. • Examples may include doing something better, faster, at lower cost, more efficiently; or improving quality, customer satisfaction, morale, revenues, without setting any specific goal. 	<ul style="list-style-type: none"> • Initiates and completes processes that achieve new, unique or challenging objectives. • Identifies opportunities and roadblocks and deals with them so that goals can be accomplished. Is persistent in meeting goals. • Sets challenging goals that have an impact beyond own personal performance (i.e. might impact work unit). • Sets and accomplishes goals and priorities in order to deliver results consistent with government direction, departmental objectives and public expectations. 	<ul style="list-style-type: none"> • Develops a view and establishes a course of action to accomplish a long-term goal related to the enhancement of organizational effectiveness. • Analyzes all options and initiates actions to optimize resources for the achievement of results. • Uses knowledge of all the factors affecting improvement of results within the organization, including information from program/policy evaluation measures to improve performance. • Sets priorities and takes calculated risks in order to improve the delivery of services and operations. 	<ul style="list-style-type: none"> • Commits significant resources in the face of uncertainty to increase benefits. • Recommends new policy/program directions focused on the enhancement of program outcomes. • Commits appropriate resources in order to further the strategic corporate agenda and to achieve broad-based government goals. • Initiates and implements processes to improve overall performance across government and the public service. • Utilizes knowledge of all factors affecting improvement of results within the organization to improve performance.

Teamwork

Definition: Working co-operatively and productively with others to achieve results.

Why is Teamwork Important? Teamwork is how we work and is core to our effective functioning. Teamwork allows us to support each other and create well-being. Teamwork keeps communication lines open and keeps us versatile and appreciating diversity. Valuing the input of others keeps us open to new ideas and in touch with client concerns. Cooperating means we are all working towards a common goal and have access to the distributed expertise in the organization.

A. Cooperates	B. Actively participates on team	C. Involves other team members	D. Encourages others and facilitates effective outcomes	E. Builds a cohesive team
<ul style="list-style-type: none"> • Respects others, does his/her share of the work. • Supports team decisions. • As a member of the team, keeps other team members informed and up-to-date about the group process, individual actions, or influencing events. • Shares all relevant or useful information as required. 	<ul style="list-style-type: none"> • Contributes positively by actively sharing information and listening and accepting others' points of view. • Shares the workload with others, and contributes by being prepared and completing assigned tasks. • Maintains a positive outlook and shows flexibility to new approaches and ideas. 	<ul style="list-style-type: none"> • Solicits ideas and opinions to help form specific decisions or plans. • Demonstrates that he or she genuinely values others' input and expertise and is willing to learn from others. • Contributes own expertise to the team • Able to give and receive constructive criticism. • Promotes team cooperation (even during heated discussions). • Is willing to set aside personal agenda in order to support the team consensus. 	<ul style="list-style-type: none"> • Publicly credits others who have performed well. • Encourages and empowers others, making them feel valued and important. • Gets the talent of the team recognized outside of the team. • Facilitates and influences positive outcomes that support team goals. • Assists in mediating between team members to resolve conflict. • Assists team members through mentoring and longer term assistance 	<ul style="list-style-type: none"> • Acts to promote a welcoming, productive climate, good morale and cooperation. • Protects and promotes the group reputation with outsiders. • May involve team in diagnosis of problems and in developing solutions to effectively transfer knowledge within the organization.

Role Specific Competencies

Developing Others

Definition: A desire to work to develop the long-term capability of others.

Why is Developing Others Important? As our employees’ expectations change and increase, and their jobs get more complex, leaders must be comfortable and willing to assist their employees in reaching their goals. Fostering the growth of people allows them to better meet organizational needs, to be more efficient, and gives them greater satisfaction in their job.

A. Expresses positive expectations	B. Gives direction and offers support	C. Gives feedback to encourage	D. Does longer-term coaching, mentoring or training
<ul style="list-style-type: none"> • Makes positive comments regarding others’ developmental futures: current and expected future abilities and/or potential to learn even in “difficult” cases. • Believes others want to and can learn or improve their performance. • Recognizes employees’ ability to change 	<ul style="list-style-type: none"> • Gives direction or demonstrations with rationale as a learning strategy for others. • Provides resources to remove barriers to task accomplishment (e.g., volunteers additional resources, tools, information, expert advice, etc.). • Asks questions, discusses or clarifies, in order to verify that others have understood explanation or directions. • Uses the formal performance management process to enhance feedback. 	<ul style="list-style-type: none"> • Gives specific and constructive feedback for developmental purposes on a regular basis. • Reassures others after a setback. • Gives feedback in behavioural rather than personal terms, and gives individualized suggestions for improvement. • Reaches agreement on expectations for future performance. • Schedules regular feedback opportunities. • Delegates to build skills. 	<ul style="list-style-type: none"> • Consults with individuals and ensures appropriate and helpful assignments, formal training, or other experiences for the purpose of fostering a person’s learning and development. • May include identifying a training or developmental need for individuals or across the organization and establishing new programs or materials to meet it. • Assists others in self-evaluation and self-awareness with the intent of fostering development.

Impact and Influence

Definition: Persuading, convincing or influencing.

Why is Impact and Influence Important? Influencing others and motivating them to follow a course of action is critical to creating alignment. Impact and Influence allows us to get results through others by getting them on side and communicating what needs to be done with impact. Influencing others positively facilitates change and allows us to impact others to create change.

A. Expresses own point of view	B. Uses direct persuasion	C. Calculates the impact of own actions or words	D. Uses multiple actions to influence	E. Influences through others
<ul style="list-style-type: none"> • Uses single action to persuade such as a single example or argument. • Makes suggestions and contributes ideas when required. 	<ul style="list-style-type: none"> • Uses direct persuasion in a discussion or presentation. • Appeals to reason, uses data or concrete examples, visual aids, demonstrations, etc. • Makes two or more attempts to persuade, using two different arguments, examples or data. 	<ul style="list-style-type: none"> • Tailors a presentation or discussion to appeal to the interest and perspectives of others. • Determines and uses the appropriate communication channel (e.g. email versus face-to-face). • Anticipates the impact of an action or other detail. • Thinks before speaking and/or acting using thoughtful, measured arguments. • Is able to present otherwise unpopular ideas or concepts in a manner that outlines and emphasizes the benefit to the audience. 	<ul style="list-style-type: none"> • Takes more than one action to influence, with each action adapted to the specific audience (e.g. uses different examples to demonstrate point with different stakeholder groups). • Chooses the appropriate approach and time to influence others. • Influences others without using direct authority. 	<ul style="list-style-type: none"> • Utilizes experts or other third parties when appropriate to assist in influencing. • Recruits or assembles opinion leaders to assist in changing the minds of others. • Takes multiple actions to affect the outcome of complex situations.

Innovation

Definition: Using original and creative thinking to make improvements and/or develop and initiate new approaches.

Why is Innovation Important? Innovation allows us to make changes to processes and procedures and implement new ways of doing things. It encourages questioning the status quo and improving things for our clients, our colleagues, and us. It links to versatility and organizational commitment to effective management of public policy.

A. Enhances processes or products	B. Develops new approaches for job or area	C. Develops approaches new to the department or ministry	D. Does things new to the government or public/private sector	E. Creates a culture of innovation
<ul style="list-style-type: none"> • Looks for ways to do own job better and follows through. • Consistently questions and challenges the adequacy and quality of traditional thinking (i.e. the way things have always been done) by engaging in active and responsible dialogue. 	<ul style="list-style-type: none"> • Impacts job efficiency and objectives by doing something new and different within the area but not necessarily new to the work unit/organization. • Looks for ways to improve activities and results, and contributes to implementation. • Adapts existing processes or products to new situations. Applies new technology on the job. 	<ul style="list-style-type: none"> • Improves performance by doing something that may be new and different in the department or ministry. • Looks for ways to improve activities and results beyond the work unit. • Encourages and rewards innovation in others. • Adopts a cross-boundary mentality in own work and encourages it in others. • Formally or informally leads the implementation process. 	<ul style="list-style-type: none"> • Improves performance by doing things that may be unique, leading edge, or new to the APS. • Takes calculated risks in trying something new. • Proactively shares information and resources across areas to better leverage the capabilities of the organization/government. • Creates innovative solutions after analyzing key trends and complex or divergent issues. 	<ul style="list-style-type: none"> • Improves performance by doing things that may be unique, leading edge, or new to the public or private sector. • Uses innovative methods to create a climate that encourages innovation, receptivity to change, and learning from experience. • Highlights the benefits of innovation and change on the overall performance of the organization and/or the performance of a specific area. • Acts in a way which helps others to generate breakthrough ideas, fresh perspectives and new opportunities.

Leadership

Definition: Positively influencing people and events in a leadership role

Why is Leadership Important? Leadership is critical to alignment, it's leaders that define and communicate goals and objectives to the rest of the organization. Leadership helps us remain committed to what we are doing in achieving quality affordable services for Albertans. Demonstrating leadership keeps everyone focused and motivates and inspires us all in the right direction. Leaders model ethical behaviour consistent with the values of the Alberta Public Service and honour their commitments.

A. Keeps people informed	B. Promotes team effectiveness	C. Advocates for the group	D. Positions self as leader	E. Communicates a compelling vision	F. Leads Strategically
<ul style="list-style-type: none"> • Lets people affected by a decision know what is happening. • Makes sure the group has all the necessary information. • Manages meetings by setting agendas and objectives, controlling time, making assignments, etc. 	<ul style="list-style-type: none"> • Promotes team morale and builds commitment to reach the desired results. • Encourages and empowers others. • Engages others in strategic thinking and challenges them to take action. • Recognizes the performance of the team. • When putting a team together, knows who should be on the team. • Encourages/accepts employee input and respects their ideas. 	<ul style="list-style-type: none"> • Takes care of the group and its reputation. • Makes sure the practical needs of the group are met, especially as team goals and objectives shift. • Obtains needed personnel, resources, information for the group and uses them efficiently. • Removes barriers for the group. • Filters priorities for the team to ensure staff are not overwhelmed and goals are met. • Assists individuals in balancing personal and work priorities. 	<ul style="list-style-type: none"> • Ensures that others support leader's mission, goals, agenda, climate, tone, and policy. • Assists others in understanding the practical outcomes of the vision, and the implications for the team. • Communicates goals and vision of government in manner that staff understand. • Uses own enthusiasm and commitment to motivate and guide others to achieve results. 	<ul style="list-style-type: none"> • Foresees future trends and events and works with the team to develop strategies to meet future challenges. • Communicates a vision for the group or team that generates excitement, enthusiasm and commitment to the group or team mission. • Articulates a vision that raises commitment to action that is aligned with the government's strategic direction. • Alerts and commits group to the need for specific change and its implementation. • Provides leadership to an organization where team members have the technical expertise. 	<ul style="list-style-type: none"> • Embodies the values of the Alberta public service. • Honours commitments and consistently strives to act in the public interest by ensuring the public trust is maintained. • Provides direction to the organization in instances where direction is not clear. • Leads change on various interests and issues while carrying out the government's direction. • Provides direction to the organization on emerging public issues and concerns.

Relationship Building

Definition: Developing and maintaining win/win relationships and partnerships.

Why is Relationship Building Important? Relationship Building is key in some roles, and critical for those who obtain results through others. Building effective relationships allows us to effectively communicate changes, supports us through times of change and allows us to be versatile. Relationship building is also critical to maintaining higher-level stakeholder relationships and keeping in touch with others. Win/win relationships mean we put the value of the relationship and the needs of the organization on par with each other and are impartial when conducting the department’s business.

A. Establishes formal working relationships	B. Builds informal relationships	C. Develops win/win relationships	D. Maintains and uses a wide circle of contacts	E. Models Relationship Building
<ul style="list-style-type: none"> • Builds relationships with clients, stakeholders, staff and colleagues, by following through on commitments, respecting confidentiality, and demonstrating an interest in their work-related issues and activities. 	<ul style="list-style-type: none"> • Makes a conscious effort to have informal or casual contacts with clients, stakeholders, staff and colleagues. • Shows a personal interest in their issues and activities. 	<ul style="list-style-type: none"> • Actively seeks opportunities to contribute to positive outcomes for clients, stakeholders, staff and colleagues. • Approaches issues or disagreements with the objective of reaching win/win solutions. • Develops relationships with the intent of achieving effective delivery of relevant services. 	<ul style="list-style-type: none"> • Develops formal and informal relationships with a wide circle of people, beyond those involved in current activities, including potential clients, stakeholders, and information links. • Nurtures existing and potential relationships to help achieve the department's strategic plans. • Manages difficult and complex interpersonal relationships effectively. 	<ul style="list-style-type: none"> • Is considered a leader in developing and maintaining effective relationships with staff, colleagues, clients and stakeholders. • Actively seeks out and acts on opportunities to partner with peers to champion initiatives in support of the corporate agenda and goals.

Resource Management

Definition: Effectively managing internal and/or external resources to achieve organizational goals

Why is Resource Management Important? Effective management of projects, people and budgets is critical to delivering effective service to Albertans. We need to understand how to get the most of available resources and forecast our needs. Resource Management allows us to deliver to our clients in a timely manner.

A. Uses assigned work unit resources	B. Uses a variety of organizational resourcing approaches	C. Uses internal and external resourcing approaches	D. Uses partnerships and other indirect resourcing approaches	E. Uses long term broad based resourcing approaches
<ul style="list-style-type: none"> • Achieves results by using assigned resources. • Priorizes resources based on organizational need. • Uses performance management, budget tracking and other resource management systems. 	<ul style="list-style-type: none"> • Taps into a variety of resources within the organization to achieve results. • Identifies appropriate fiscal and human resources based on organizational strengths and weaknesses, and positions them to meet specific issues. 	<ul style="list-style-type: none"> • Supplements available resources by working with fee-for-service and other external resourcing approaches. • Sets performance standards, monitors progress and intervenes at an early stage to ensure deliverables of all resources meet agreed-on quality and timeframes. • Ensures appropriate accountability and performance standards are met. • Delegates authority and responsibility appropriately. 	<ul style="list-style-type: none"> • Identifies and acts on opportunities to partner with other organizations to achieve desired results. • Identifies resource sources (which might include partnerships or indirect resourcing approaches) which will facilitate the achievement of organizational goals. • Develops partnership agreements that ensure win-win outcomes for all parties, and will facilitate the achievement of organizational goals. • Effectively oversees a range of significant programs and time-sensitive issues using appropriate resources. • Questions conventional means of service delivery, which results in greater ability to more effectively, efficiently meet organizational goals. 	<ul style="list-style-type: none"> • Provides leadership in effective management and stewardship of resources. • Develops and implements strategies for the long-term renewal of the organization.

Self-Management

Definition: Reflecting on past experiences in order to manage and continually improve our own performance.

Why is Self-Management Important? Our commitment to remaining competent requires that we seek to, and accept responsibility for, improving our performance through continuous self evaluation; using mistakes and successes as learning moments. Self -management means that we can rebound quickly from setbacks, and continuously use feedback to improve.

A. Recognizes opportunities for improvement	B. Remains positive and addresses difficulties	C. Takes responsibility	D. Learns from mistakes and successes	E. Seeks input from others
<ul style="list-style-type: none"> • Acknowledges areas where expectations about own service delivery, performance or interpersonal interactions are not met. • Able to provide reasons for the lack of success which may or may not involve self. • Positively accepts constructive feedback 	<ul style="list-style-type: none"> • When faced with difficulties or changes, re-addresses the situation in order to persevere. • Re-energizes after encountering a significant hurdle. • Approaches new situations with a positive outlook, despite previous disappointments. 	<ul style="list-style-type: none"> • Acknowledges personal responsibility for outcomes, even when not all elements of a situation are within direct control but could have been personally managed. 	<ul style="list-style-type: none"> • Analyzes situations on an ongoing basis to improve own performance. • Designs a personal action plan to address own issues constructively and decisively. • Uses analysis of previous situations to make informed decisions and take action. 	<ul style="list-style-type: none"> • Examines successes and failures by bringing others together to assist in defining specific problems and present solutions. • Seeks feedback from others with the intent of self-improvement.

Strategic Thinking

Definition: Taking a broad scale, long term view, assessing options and implications.

Why is Strategic Thinking Important? Strategic Thinking is required to set the vision and goals of the organization and move it forward. Strategic Thinking provides the basis for alignment with our mission. Thinking ahead about the changing environment is what allows the organization to adapt and be versatile. Strategic Thinking helps ensure that work is completed with the priorities of the organization in mind.

A. Understands strategies	B. Aligns actions with organizational goals and strategies	C. Analyzes potential	D. Applies a longer-term perspective	E. Articulates a strategy	F. Understands external impact on vision
<ul style="list-style-type: none"> Understands organizational goals and strategies. 	<ul style="list-style-type: none"> Comprehends and analyzes goals and strategies developed by others and aligns own work accordingly. Prioritizes work in alignment with organizational goals and strategies. 	<ul style="list-style-type: none"> Analyzes for long term pay-offs or business outcomes. Contributes to the development of priorities and strategies to meet organizational goals. Makes decisions, sets priorities or develops goals considering long term outcomes. Understands the implications of multiple solutions and options. Chooses approach in own area in line with "big picture". 	<ul style="list-style-type: none"> Consistently takes a broad-scale, long-term view of challenges and opportunities. Develops key strategies to respond to them. Understands the big picture, beyond one's department or ministry and the needs of constituents and stakeholders. Anticipates outcomes and potential problem areas and factors this into planning. 	<ul style="list-style-type: none"> Understands and articulates the projected direction of Government and how changes might impact the department or work group. Develops strategies to respond to broad-scale, long-term view of challenges and opportunities. Creates a strategy for own area that supports the government's and ministry's vision. Considers the big picture when considering possible opportunities or thinking about long-term applications of current activities. 	<ul style="list-style-type: none"> Is aware of the projected directions of Government and uses this information to anticipate how those changes might impact the organization. Considers and plans for how present policies, processes and methods might be affected by future developments and trends. Demonstrates a larger-scale, bigger picture view, and aligns actions and contributes to program policy advancement at the overall ministry and government-wide level. Anticipates how change manifests itself externally. Fosters strategic thinking in the organization.

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