



OPS HR PLAN

The OPS Leader-Manager Competency Model

An Introductory Guide

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Reaching Higher:
Today and Tomorrow

Context

This guide introduces you to the **OPS Leader-Manager Competency Model**.

While the primary audience for this guide is managers across the OPS, the competencies are important to everyone who works in the organization. Simply put, there is a leadership role for each of us to play no matter what title or position we hold, to ensure that our OPS is a modern, world-class organization in every sense. The model reinforces the fact that we are truly *leaders at all levels*.

Competencies describe the behaviours that are necessary to be successful in a position or role. Many of the world's leading organizations link their competencies with their goals and their ability to deliver results.

The **2005-2008 OPS Human Resources Plan** recognizes the importance of addressing the competency requirements of our leader-managers and of developing leaders who will effectively drive our strategic directions.

As the modernization and transformation of our public service continues, our successes will be a direct result of our people and their ability to learn, lead and thrive in a changing environment.

Our OPS values describe the kind of organization that we are and strive to be. Together with leader-manager competencies, these values play a significant role in building a world-class, modern OPS with dynamic leadership.



Dynamic leaders also demonstrate fundamental personal attributes that complement the model: self-awareness and integrity.

They must be aware of their leadership practices to understand and appreciate how their emotions affect and impact the behaviour of others.

They must also demonstrate integrity and hold themselves accountable, both publicly and privately, for acting in a manner consistent with the stated values, principles and professional standards of the OPS.

The Case for Change

Competencies are not new to the OPS. In 1997, the Centre for Leadership introduced corporate core competencies for the Senior Management Group (SMG).

Research into the use of competency models conducted in 2005 indicated that most leading-edge private and public sector organizations re-examine their competencies every three or four years to ensure they align with the rapidly changing global environment. Findings also indicated that people-focused competencies make up about half of the competency structure in these best-practice organizations.

As a result, the OPS developed an evolutionary competency model to maximize potential for both the individual and the organization.

Why did we change to four *leader-manager* competencies?



First, there were simply too many. The previous fifteen SMG competencies did not reflect a progression of leadership skills, knowledge and behaviours. We needed a simpler model, with competencies that were easier to remember.



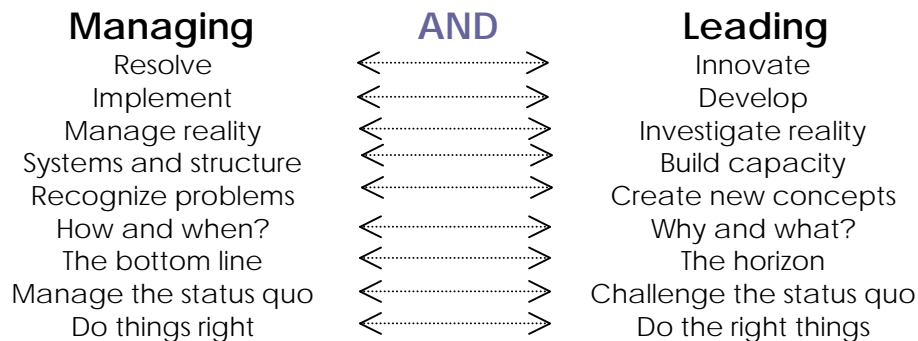
Second, the competencies had to reflect not only *what* results we achieve, but also *how* we achieve them. The previous SMG competencies strongly focused on results and deliverables, with less emphasis on relating to people.



Finally, it was important to communicate that leadership happens at all levels in our organization. Leadership isn't about title or status; it's about the role each of us has in continually building the organization.

The Leader-Manager Concept

From traditional front line to executive roles, we must broaden our thinking about managing and leading. The concept of leader-manager removes the notion that you are either a manager or a leader – you are both. The art is in knowing when to manage and when to lead.



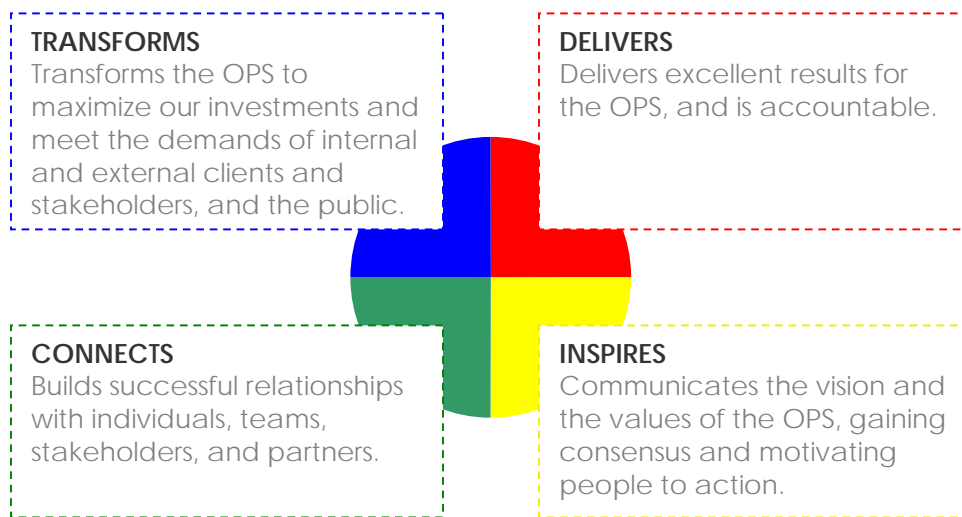
Adapted from The Six Competencies of Exemplary Leadership, Warren Bennis, 2004

The OPS Leader-Manager Competency Model

The Four Competencies

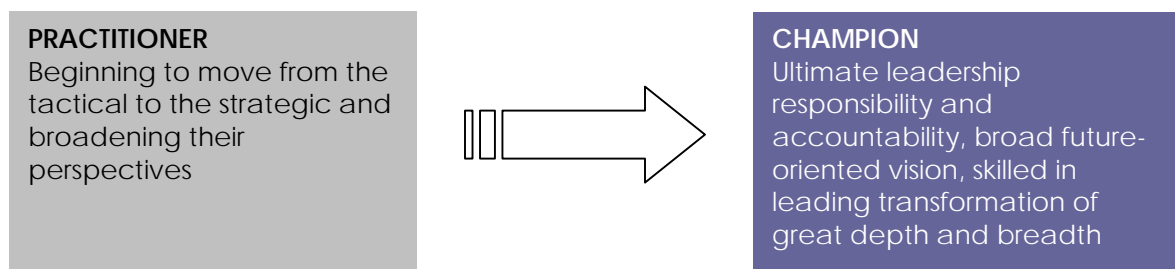
In 2005, the Executive Development Committee (EDC) approved the OPS Leader-Manager Competency Model.

The four leader-manager competencies - **delivers, transforms, inspires, connects** - integrate task-based capabilities with a people focus. In other words, *what* results we achieve and *how* we achieve them.



The Competency Continuum

The OPS Leader-Manager Competency Model is a continuum of leadership mastery from **practitioner to champion**. As leader-managers progress to more senior or complex roles, there is an increasing emphasis on strategic as opposed to tactical abilities. Leader-managers are also expected to demonstrate increasing levels of proficiency along the continuum, as outlined in the diagram below.



Practitioner to Champion

Delivers *excellent results for the OPS and is accountable.*

Practitioner

- Understands results-based leadership
- Understands the role of leadership in achieving results
- Acts continuously and quickly towards goals. Is relentless. Adapts quickly to change
- Evaluates results against goals
- Works with people to set challenging and doable goals with clear accountabilities
- Motivates people to deliver excellent results
- Recognizes and rewards successes and contributions
- Leads people who are leading their own teams to deliver excellent results
- Maintains the focus on superior performance, action and accountability
- Achieves challenging objectives
- Values people in the drive for excellent results
- Aligns priorities with strategic directions of the OPS
- Focuses organizational directions and priorities
- Makes the tough decisions that are needed – doesn't delay in moving forward
- Keeps people informed about what we need to do to be successful
- Consistently delivers on OPS plans and priorities far beyond what is expected

Champion

Transforms *the OPS to maximize our investments and meet the changing demands of internal and external clients, stakeholders, and the public.*

Practitioner

- Understands innovation and change management
- Understands the changing needs of clients, stakeholders and the public
- Scans the environment for opportunities to improve
- Manages innovation and change
- Challenges the status quo when needed
- Empowers others to innovate and continuously improve
- Evaluates and manages risk
- Is out in front of changes, bringing leaders with their teams along
- Helps people to understand and embrace new structures and processes plus new mindsets, behaviours and relationships
- Ensures the sustainability of new structures, relationships and processes
- Ensures there is a process for knowledge transfer
- Balances managing the present with investing & building for the future OPS
- Looks for shifts, trends and opportunities to improve how we do business within the OPS, with other levels of government and with new partners, including global partners
- Drives transformation & leads the OPS through extreme velocity of change
- Removes barriers to success of change in the OPS and in public service

Champion

Practitioner to Champion

Inspires *Communicates the vision and values of the OPS, gaining consensus and motivating people to action.*

Practitioner

- Understands the OPS vision and values
- Communicates clearly and convincingly both orally and in writing
- Knows what they believe, where they can make a difference and conveys this clearly and persuasively
- Inspires people by what they say and how they say it along with how they treat people
- Translates and communicates OPS and ministry strategic directions
- Affirms and 'lives' the OPS vision and values
- Demonstrates personal values that align with OPS values
- Empowers others to innovate and continuously improve
- Is out in front of changes, bringing leaders along with their teams
- Gains commitment and enthusiasm for the OPS and public service vision
- Communicates with clarity, confidence and vision even in challenging communications situations
- Ensures that internal and external audiences know about OPS dedication and achievements
- Models extraordinary public service and leadership values
- Has the ability to visualize the future and compel others to shape that vision

Champion

Connects *Builds successful relationships with individuals, staff, teams, stakeholders and partners.*

Practitioner

- Works well with individuals and teams
- Knows how their values, beliefs and practices affect people
- Understands citizen and stakeholder perspectives
- Involves people, treats them fairly and provides them with meaningful challenging experiences
- Builds teams
- Collaborates and creates opportunities for shared success with partners
- Develops successful relationships internally and externally where formal authority does or does not exist
- Exercises diplomacy and political acuity
- Establishes a climate of openness and transparency
- Ensures all decisions protect the public interest
- Works horizontally, sharing authority both inside and outside the organization
- Establishes roles, responsibilities and accountabilities in complex internal or external relationships
- Negotiates skilfully and diplomatically in tough situations
- Encourages citizens' engagement in decision-making

Champion

For details, visit [MyOPS > All Services > Centre for Leadership and Learning > Self-Help Resources](#)

Applying the Competencies

OPS HR Plan strategies are applying the four leader-manager competencies to build a solid foundation to attract, develop and engage our people.

Talent Management (Talent Profile and Assessment)

In the Talent Profile and Assessment, an employee's readiness to take on new and/or more complex responsibilities is assessed based on the leader-manager competency model and two personal attributes: self-awareness and integrity.

The resulting readiness rating, in combination with performance and willingness ratings, forms the basis for an authentic talent conversation between the manager and the employee. Learning & Development strategies are targeted to the employee's assessed needs to ensure ongoing success.

In 2006-2007, Talent Management Phase 1 will be rolled out to OPS senior executives and selected managers. Subsequent phases will see TM cascade to all levels of the OPS.

Recruitment

Competencies continue to be an integral part of the recruitment process. Once the appropriate leader-manager competencies for a position are identified, they become the basis for selection and increase the quality of the people we hire.

Performance Management

A competency-based approach to performance management provides an infrastructure to support the OPS performance management system by:

- helping to balance the focus to reflect *how* the results were achieved with *what* was achieved
- incorporating competency language in the development of performance measures
- providing a standard and a basis against which to focus individual learning and development needs

An on-line performance plan is being developed which integrates the use of the leader-manager competencies. This on-line plan is being developed for senior managers now.

Learning & Development

The leader-manager competencies help to focus the learning choices we make. OPS Learning & Development offers a number of exceptional learning opportunities, programs, courses and special events that develop your leader-manager competencies.

To find relevant courses, visit [MyOPS > All Services > Centre for Leadership and Learning](#) and select *Related Competency* in the Course Catalogue menu.

The OPS Dictionary of Competencies

The leader-manager competencies are the overarching set of competencies for the organization. This diagram shows how they generally link to the OPS dictionary of competencies.



What You Can Do

Each of us has a role to play in making these competencies come to life in the OPS.

Deputy Ministers and Assistant Deputy Ministers

- Champion the four leader-manager competencies and embed them in the culture of your ministry
- Ensure that the competencies are linked to the overall strategy to accomplish your ministry's vision

Human Resource Directors

- Assist managers in understanding and using the leader-manager competencies
- Ensure the four competencies are reflected in HR policies and practices

Managers

- Promote a culture of leadership by demonstrating and sharing the competencies
- Chart your personal growth from practitioner to champion through your performance and learning plan

The leader-manager competencies recognize and awaken leadership potential and support the development of leaders at all levels.