



Leadership & Supervisory Competencies

Human Resources



CORPORATE
SERVICES

Corporate Competencies at the City of Edmonton

A competency represents the knowledge, skill or behaviour that contributes to successful job performance. When an organization uses competencies, it provides a common language and understanding to all employees in the organization. Competencies are also required in order for an organization to be successful, both now and in the future, when it comes to the development of employees, performance management, and succession planning.

The leadership and supervisory competencies presented in this document serve as the foundation for the City of Edmonton leadership and supervisory development program, “The Way We Lead.”

As you familiarize yourself with the competencies, you will note the following:

- ☑ **all** employees in the organization have competencies that relate to their work level
 - leadership competencies apply to Director level roles and above
 - supervisory competencies apply to all roles that manage employees below the Director level
- ☑ although some competencies are labeled the same across the three groups, the description varies for each level (that is the case for Achieves Results, Communication, and Technical & Functional Expertise)
- ☑ the arrow ⇨ indicates a natural flow between the groups
- ☑ all of the leadership competencies approved by Senior Management Team in April 2008 and rolled out during the Talent Management and Succession Planning program are included in this new model

Overview of Corporate Competencies

LEADERSHIP	SUPERVISORY
MANAGING PEOPLE	
Sets Direction & Aligns Resources	⇒ Sets Direction & Aligns Resources
Grows & Retains Talent	⇒ Grows & Retains Talent
Creates a High Performance Climate	⇒ Leads a High Performing Team
Achieves Results	⇒ Achieves Results
Leads Change	⇒ Implements & Manages Change
Builds Influential Business Relationships	⇒ Builds Relationships
Communication	⇒ Communication
Notes: Bullets that relate to “Problem Solving & Decision Making” for leaders are integrated in other competencies in this column, especially in “Strategic Thinking & Planning”. Competencies that relate to health & safety are incorporated in “Operations Management”	Problem Solving & Decision Making
	Note: Competencies that relate to health & safety are incorporated in “Operations Management”
MANAGING OPERATIONS	
Strategic Thinking & Planning	⇒ Plans & Organizes
Operations Management	⇒ Operations Management
Technical & Functional Expertise	⇒ Technical & Functional Expertise

Managing People

Leadership	Supervisory
Sets Direction & Aligns Resources	
<ul style="list-style-type: none"> • Communicates and builds commitment to the vision for the organization, department, branch or section, consistent with Council’s strategic vision • Aligns people, plans, processes and structures with the desired future state, to produce valued outcomes • Creates and evaluates measures of outcome achievement and contribution to strategic priorities • Continually shares his/her knowledge of trends and competition that affects the organization, department, branch or section • Makes tough decisions when required 	<ul style="list-style-type: none"> • Coordinates tasks and functions across the team to achieve strategic alignment • Keeps the team focused on the objectives of the department, branch or section • Visualizes, anticipates, and plans for possible future scenarios • Ensures team members stay close to trends and new development in the field of work
Grows & Retains Talent	
<ul style="list-style-type: none"> • Attracts and retains a workforce that reflects the diversity of the community while achieving sound business results • Builds leadership succession, consistent with the strategic direction of the organization • Coaches, measures performance, and rewards staff for achieving valued outcomes • Sets development direction and standards for department, branch or section • Sets high standards for development • Sponsors organizational learning activities • Encourages and empowers others to make decisions 	<ul style="list-style-type: none"> • Attracts and retains a workforce that reflects the diversity of the community while achieving sound business results • Discusses training and development needs with individuals and identifies appropriate learning opportunities • Builds leadership succession • Provides coaching to continually develop each employee • Motivates and supports employees to enable and encourage them to achieve excellence in service delivery • Sets performance standards for employees that are challenging, reasonable, and fair • Shows concern for people when managing work • Coaches and mentors employees to help improve their contribution • Supports development activities of staff • Delegates tasks or assignments that maximizes the contribution of each employee • Creates structured learning opportunities for others • Supports development activities of staff • Provides direction and motivation to employees which enables them to pursue and attain their performance goals in order to achieve organizational, departmental, branch, section or individual objectives • Discusses performance by complimenting the good and helping to improve weaknesses through regular constructive feedback

Managing People

Leadership	Supervisory
<p data-bbox="207 205 704 241">Creates a High Performance Climate</p> <ul data-bbox="110 258 784 737" style="list-style-type: none"> • Provides a vision and direction • Models leadership that effectively manages ambiguity • Creates an environment for employees to innovate, take reasonable risks, and learn from others • Draws on diverse perspectives and experiences to make sound decisions and improve team performance • Deals effectively with non performers • Builds a culture where performance is measure-driven • Maintains exemplary standards in his/her own work • Adapts to changing strategic priorities of the organization • Acts as a champion and sponsor of change initiatives • Identifies, manages and resolves difficult and complex interpersonal situations at all levels • Works to reduce barriers between functions 	<p data-bbox="976 205 1398 241">Leads a High Performing Team</p> <ul data-bbox="831 258 1539 1035" style="list-style-type: none"> • Sets clear expectations for the team • Gives employees the authority they need to complete their work • Ensures resources and tools are available to employees • Recognizes employees for their efforts • Rallies the troops and builds morale when the going gets tough • Monitors and evaluates quality of work and service within his/her own area • Facilitates and supports a culture of continuous improvement in which people's suggestions and ideas are encouraged and implemented • Provides positive and constructive feedback on an ongoing basis • Takes pride in what has been achieved and seeks to improve things even further • Coaches team members to think through issues and risks • Evaluates performance using goals and objectives while providing a sense of accomplishment and direction • Deals effectively with non performers • Sets performance standards for self and others that are challenging, reasonable and fair as well as specific, concrete, clear, measurable, quantifiable and prioritized
<p data-bbox="711 1136 940 1171">Achieves Results</p>	
<ul data-bbox="110 1186 797 1455" style="list-style-type: none"> • Achieves department, branch or section goals • Builds a culture of holding direct reports accountable for the department, branch or section results • Removes obstacles that may prevent from achieving goals • Leads and champions efforts that increase productivity and goal accomplishment throughout the organization • Ensures compliance with approved budgets in achieving results 	<ul data-bbox="831 1186 1539 1627" style="list-style-type: none"> • Accepts responsibility for the outcomes of group efforts • Holds others accountable for achieving results • Builds commitment in others for their individual or team objectives • Provides recognition for desired results • Promotes a sense of urgency in the team for reaching goals and meeting deadlines • Cooperates with other sections, branches, and/or departments to meet goals and objectives • Monitors performance or progress against employees' learning plans and assignments • Identifies and removes barriers that prevent employees from doing their best work

Managing People

Leadership	Supervisory
<p style="text-align: center;">Leads Change</p> <ul style="list-style-type: none"> • Initiates, develops and champions change • Navigates the best routes and guides resources through the change processes • Accepts responsibility and is accountable for declared outcomes delivered within stated timelines • Is actively involved in facilitating, reinforcing and leading the changes necessary for improvement • Communicates a clear change agenda • Demonstrates high personal commitment to achievement of change goals through integrity and courage • Recognizes the needs of the market and changes in policy, legislation, regulations, requirements, etc. • Sponsors the development of new services, methods, or procedures • Encourages innovation to assure and improve the quality of services and products • Sends the message that change is a positive endeavour, creating an atmosphere that breeds new ideas and accepts inherent risks that may accompany change/new ideas 	<p style="text-align: center;">Implements & Manages Change</p> <ul style="list-style-type: none"> • Acts as a change agent, making others see the need for change • Translates new change goals in practical implementation steps • Communicates change and gains commitment around it • Keeps people up-to-date on changes and developments that may affect the team • Acts as a role model by embracing change in a positive and enthusiastic way • Drives the development and enhancement of product or services, based on stakeholder needs
<p style="text-align: center;">Builds Influential Business Relationships</p> <ul style="list-style-type: none"> • Forges alliances with others inside and outside the organization for strategic benefit and outcome achievement • Works collaboratively across organizational lines, throughout the community, in municipal and/or industry partnerships and with other orders of government • Identifies the internal and external politics that impact the organization, department, branch or section • Perceives organizational and political realities and acts accordingly • Establishes cooperative working relationships with key service providers 	<p style="text-align: center;">Builds Relationships</p> <ul style="list-style-type: none"> • Builds strong and lasting relationships with stakeholders • Is credible and reliable in the eyes of the stakeholders • Manages resources to meet stakeholders' needs • Encourages employees to seek feedback from stakeholders • Measures and evaluates service delivery to determine future needs of current and potential clients
<p>Communication</p>	
<ul style="list-style-type: none"> • Ensures clarity around organization's strategic intent and business objectives • Has the ability to leverage multiple communication channels • Demonstrates candour and openness when discussing major organizational issues and choices • Facilitates exchange of opinions across the organization, department or branch • Leads change-related communication • Uses a variety of appropriate communication media (verbal, written, electronic and graphic) to effectively convey messages in an open, clear and timely manner • Demonstrates, through communication style, respect for the individual and encouragement for others to develop to their full potential 	<ul style="list-style-type: none"> • Gives clear, understandable instructions to others • Serves as a positive spokesperson when interacting with other departments, branches, or sections • Adjusts his/her communication style to meet the needs of others • Listens carefully to others' concerns and viewpoints • Breaks down communication barriers between people • Initiates difficult conversations with others rather than avoiding them • Encourages candid and open conversation within the team • Helps others to present their information effectively • Appreciates the importance of being a good listener, providing opportunities for others to have input, and listens for underlying messages

Managing People

Leadership	Supervisory
	Problem Solving & Decision Making
	<ul style="list-style-type: none"> • Analyzes problems, identifies root causes, and takes actions to prevent recurrence • Considers important factors beyond the immediate problem • Develops practical solutions to problems • Thinks ahead and makes appropriate decisions in carrying out role • Makes appropriate decisions, even if difficult or unpopular • Makes good decisions under pressure or without complete information • Responds and constructively reacts to challenges with innovative solutions • Considers the impacts of the decisions on the business and the organization • Communicates reasons for the decisions in a tactful manner • Authorizes employees to make decisions within the scope of their ability

Managing Operations

Leadership	Supervisory
<p style="text-align: center;">Strategic Thinking & Planning</p> <ul style="list-style-type: none"> • Develops a vision for the department, branch or section, consistent with Council's strategic vision • Creates a buy-in for the vision • Oversees the successful implementation of the department or branch business strategic plan • Steps back from the detail to take an overview of complex situations affecting several areas • Forecasts and sources resources in order to meet department, branch or section objectives • Anticipates and plans for challenges that will impact the department, branch or section • Develops contingency plans to deal with potential negative consequences • Monitors and updates strategies, plans, and processes • Gains support for ideas and initiatives through persuasion and assertiveness 	<p style="text-align: center;">Plans & Organizes</p> <ul style="list-style-type: none"> • Contributes to and influences the section business plan • Identifies and communicates what is needed to ensure success in achieving objectives • Identifies and establishes milestones to monitor the successful implementation of the relevant sections of the business plan • Secures needed resources to complete the work • Reviews and adjusts plans and schedules to meet changing priorities
Operations Management	
<ul style="list-style-type: none"> • Manage direct reports effectively to achieve the goals of the organization, department or section • Oversees and monitors budgets, financial records and reports • Manages and effectively allocates department, branch or section resources to meet service delivery needs • Makes decisions based on measured data and an understanding of the cause and effect mechanisms at work • Champions health and safety initiatives • Leads by example • Enforces the safety code and regulations • Informs employees of hazards of work 	<ul style="list-style-type: none"> • Manages direct reports effectively to achieve the goals of the organization, department or section • Organizes resources to avoid duplication of effort • Evaluates operational effectiveness • Anticipates the short and long term requirements and consequences of processes and procedures in order to achieve excellence in service delivery • Makes decisions based on measured data and an understanding of the cause and effect mechanisms at work • Analyzes key processes to determine opportunities for continuous improvement • Proposes and implements improvements • Supports health and safety initiatives that lead to a safer environment • Implements health and safety initiatives • Informs employees of hazards of work • Ensures employees are competent to perform their work duties in a safe manner
Technical & Functional Expertise	
<ul style="list-style-type: none"> • Keeps informed about current developments in his/her area of expertise • Effectively applies technical knowledge to solve a range of problems • Is sought out to provide advice or solutions in his/her area of expertise 	<ul style="list-style-type: none"> • Keeps informed about current developments in his/her area of expertise • Designs and implements cutting-edge programs and processes • Effectively applies technical knowledge to solve a range of problems • Is sought out to provide advice or solutions in his/her area of expertise