



---

## Competency Profile for Administrative Support – Team Lead

---

### ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups

#### **Level 3: Adapts to widely varying needs.**

- Adapts to new ideas and initiatives across a wide variety of issues or situations.
- Supports major changes that challenge traditional ways of operating.
- Adapts interpersonal style to highly diverse individuals and groups in a range of situations.
- Adapts own plans and priorities in anticipation of change.

### CLIENT FOCUS

Providing service excellence to internal and/or external clients, addressing immediate and evolving client needs

#### **Level 3: Provides added value.**

- Looks for ways to add value beyond clients' immediate requests.
- Addresses underlying and long-term client needs.
- Enhances client service delivery systems and processes.

### EXEMPLIFYING INTEGRITY

Treating others fairly, honestly and respectfully, furthering the integrity of the organization and its relationships of trust within the work environment and in the broader community

#### **Level 1: Acts in fair and ethical manner toward others.**

- Treats everyone equally with fairness, honesty and respect all the time.
- Refrains from behaviour or language that is exclusionary or offensive.
- Focuses on organizational success rather than personal gain.
- Follows through consistently on promises and commitments made to others.
- Presents facts and circumstances transparently, no matter how difficult the facts may be.
- Guards confidential and sensitive information, passing it on only to those that need to know.
- Maintains ethical principles even in the most challenging circumstances.

## ORGANIZATIONAL AWARENESS

Understanding the workings, structure, culture and distribution of power within and beyond the organization and for Parliament as a whole, and applying this understanding to solve problems and achieve desired outcomes

### **Level 2: Understands and applies informal organizational structures and processes.**

- Identifies the unwritten, informal structures, culture, rules, power dynamics and decision-making processes.
- Builds an informal network of relationships to facilitate progress toward objectives.
- Positions arguments based on an understanding of informal communities of shared interest.
- Recognizes unspoken organizational constraints – what is and is not possible at certain times or at certain levels.
- Applies both formal and informal channels or networks for acquiring information and assistance and for accomplishing work goals.

## RESILIENCE

Staying energized, productive and focused in the face of challenges, ambiguity, change or strenuous demands, and creating a supportive environment that helps others become more resilient and productive

### **Level 3: Adapts to ongoing or regular strenuous work demands.**

- Retains perspective in the face of difficult or demanding situations (pervasive ambiguity, frequent change, heavy workloads).
- Describes disruptions as challenges rather than threats.
- Adjusts personal coping mechanisms to deal with disruptions.

## PLANNING AND ORGANIZING

Making and following plans and allocating resources effectively to reach goals that are central to organizational success

### **Level 2: Plans and organizes group activities.**

- Identifies who needs to be involved and when.
- Identifies who will do what, when, taking into account group members' skills, needs and, if possible, preferences.
- Sets timelines and work steps.
- Monitors progress and use of resources (e.g., people, supplies, money).
- Makes needed adjustments to timelines, steps and resource allocation.
- Plans the accomplishment of next steps.

## ATTENTION TO DETAIL

Working in a conscientious, consistent and thorough manner to ensure accuracy and the quality of work products and services delivered

### Level 3: Demonstrates concern for thoroughness and accuracy.

- Identifies multiple sources of and approaches to information to ensure that details are addressed.
- Reviews the work of others for accuracy and thoroughness.
- Follows up to ensure tasks are completed and commitments are met by others.
- Verifies that work has been done according to procedures and standards.

## TECHNICAL AND FUNCTIONAL CAPABILITY

Understanding and applying technical and functional knowledge and skills to accomplish work objectives, while keeping up to date with new developments in the subject area and continuing to enhance skills

### Level 3: Demonstrates intermediate knowledge and ability.

- Follows standard procedures, where applicable, for common tasks.
- Applies technical and functional knowledge and skills in a range of typical situations, with minimal or no guidance.
- Seeks support and guidance from superiors when encountering novel or more complex situations.

## TEAMWORK

Working collaboratively with others to achieve organizational goals

### Level 3: Fosters teamwork.

- Gives credit and acknowledgement for contributions and efforts of other team members.
- Makes outstanding efforts to help other team members.
- Fosters team spirit.
- Provides opportunities for all group members to contribute to group discussions.
- Helps build consensus among team members.