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**Group Competencies by Job Families**

Certain competencies have been identified as "Group Competencies"; these are competencies that are associated with the 5 job families within which all HRSDC jobs fall.

The dictionary includes a list of HRSDC's 5 job families, as well as the group competencies associated with each. These job families are:

* [Advisory Services](#Advisory)
* [Enhanced Service Delivery](#Enhanced)
* [Management](#Management)
* [Primary Service Delivery](#primary)
* [Program and Administrative Support](#Admin)

To view the competencies of a specific job family, click on the appropriate job family as listed above.

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**Competencies for Advisory Services**

Applying Principles and Procedures: *The ability to understand a set of rules, guidelines or procedures, to recognize how they apply to a particular case, and to apply them in a logical way to make consistent decisions and/or recommendations*

* Applies relevant information (e.g. policies or practices) to the case at hand
* Formulates decisions/recommendations in a consistent and logical manner
* Identifies and understands the critical issues of a case or situation
* Recognizes issues that require an additional level of intervention
* Seeks out knowledgeable people to obtain information or clarify a problem

Consulting: *The ability to work with internal and/or external clients to determine their needs, to identify possible solutions, and make recommendations in order to help clients decide on a solution that meets their needs*

* Draws on diverse sources of information and personal contacts in order to generate ideas
* Effectively assists the client in assessing needs and options, and recommends courses of action
* Involves the client in decision making
* Is accessible and responsive to clients
* Quickly identifies the needs of clients
* Recognizes relationships between pertinent information and the circumstances of individual cases

Diagnostic Information Gathering: *The ability to identify the information needed to clarify a situation, seek that information from appropriate sources, and use skilled questioning to draw out the information needed*

* Gets more complete and accurate information, by checking multiple sources
* Identifies optimal information sources
* Knows when to seek expertise to obtain information or to clarify a problem
* Makes effective use of time when gathering information
* Probes with tact and diplomacy to get the facts, when others are reluctant to provide full, detailed information
* Quickly identifies the specific information needed to clarify a situation or to make a decision

Evaluating and Improving Services: *The ability to ensure a high standard of quality in programs and services, by regularly reviewing performance against goals and standards and taking corrective action as needed*

* Ensures that activities are carried out in a timely and effective manner
* Establishes and implements effective systems and procedures to monitor operations
* Helps people to develop a clear understanding of what they will need to do differently as a result of changes required
* Identifies performance and/or systems problems, and takes corrective action when required
* Makes recommendations with respect to improving the delivery of programs and services

Facilitation Skills: *The ability to lead or guide a group discussion or activity, to help a group reach consensus, solve a problem, or achieve some other objective*

* Channels the discussion in order to avoid sidetracking
* Demonstrates trust and respect
* Ensures that everyone has the opportunity to participate and to be heard
* Ensures that necessary resource material is available
* Facilitates the resolution of conflicts or differences of opinion among group members
* Is sensitive to individual and group needs
* Prepares and uses a repertoire of group facilitation techniques to help groups focus, generate ideas, analyze problems, and reach consensus
* Promotes information sharing and keeps people informed about concerns relevant to the group

Influence: *The ability to gain others’ support for ideas, proposals and solutions and to get others to take particular actions in order to advance a set of objectives*

* Assembles and presents multiple arguments in order to support a position
* Identifies and influences decision makers and those who can influence them
* Identifies and presents information or data that will have a strong effect on others
* Identifies and proposes solutions that address the concerns of all parties involved in a situation
* Involves and supports others in decision-making processes in order to ensure the favourable resolution of problems
* Structures situations (e.g., the setting, individuals present, sequence of events) to create a desired impact and to maximize the chances of a favourable outcome

Interpersonal Awareness: *The ability to notice, interpret, and anticipate the feelings and concerns of others in order to develop mutually beneficial working relationships*

* Acknowledges the interests and underlying concerns of others
* Anticipates how others will react to a situation and responds appropriately
* Does things to address the concerns of others
* Finds non-threatening ways to approach others about sensitive issues
* Identifies and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other non-verbal behaviour
* Is attentive to the ideas and concerns of others

Planning and Organizing: *The ability to develop well-thought-out plans to guide the accomplishment of business objectives*

* Finds or creates ways to measure performance against goals
* Integrates a wide range of factors into the planning process
* Maintains commitment to goals in the face of obstacles and frustrations
* Makes effective use of time and resources
* Sets priorities appropriately
* Sets realistic goals and objectives

Presentation Skills: *The ability to prepare and deliver presentations that are clear, engaging, and effective*

* Develops a clear, logical flow for the presentation
* Ensures participants’ involvement and understanding
* Is relaxed and poised when presenting
* Prepares and uses visual aids that are clear and have high impact
* Quickly gains and holds the audience’s attention
* Selects language and examples tailored to the level and experience of the audience
* Uses effective non-verbal communication skills
* Uses time effectively

Relationship Building: *The ability to proactively develop mutually beneficial working relationships with colleagues, clients, and others*

* Communicates and shares information with contacts as required
* Interacts effectively with people of diverse backgrounds
* Maintains important relationships by periodically initiating contacts
* Makes others feel comfortable by responding in ways that convey interest in what they have to say
* Provides assistance, appropriate information, or other support to others, to build or maintain relationships with them
* Seeks out and builds relationships with individuals who can provide information, career support, potential business, and other forms of help
* Takes an interest in others

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**Competencies for Enhanced Service Delivery**

Applying Principles and Procedures: *The ability to understand a set of rules, guidelines or procedures, to recognize how they apply to a particular case, and to apply them in a logical way to make consistent decisions and/or recommendations*

* Applies relevant information (e.g. policies or practices) to the case at hand
* Formulates decisions/recommendations in a consistent and logical manner
* Identifies and understands the critical issues of a case or situation
* Recognizes issues that require an additional level of intervention
* Seeks out knowledgeable people to obtain information or clarify a problem

Decisiveness: *Willingness to make difficult decisions in a timely, unbiased and objective manner*

* Consistently makes good business decisions in a timely manner
* Is willing to make decisions in difficult or ambiguous situations, when time is critical
* Knows when there is sufficient information to act, given the opportunities and requirements of the situation and the risks of a bad decision
* Makes decisions in an impartial manner
* Makes tough decisions when those decisions are necessary

Diagnostic Information Gathering: *The ability to identify the information needed to clarify a situation, seek that information from appropriate sources, and use skilled questioning to draw out the information needed*

* Gets more complete and accurate information, by checking multiple sources
* Identifies optimal information sources
* Knows when to seek expertise to obtain information or to clarify a problem
* Makes effective use of time when gathering information
* Probes with tact and diplomacy to get the facts, when others are reluctant to provide full, detailed information
* Quickly identifies the specific information needed to clarify a situation or to make a decision

Interpersonal Awareness: *The ability to notice, interpret, and anticipate the feelings and concerns of others in order to develop mutually beneficial working relationships*

* Acknowledges the interests and underlying concerns of others
* Anticipates how others will react to a situation and responds appropriately
* Does things to address the concerns of others
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* Is attentive to the ideas and concerns of others

Interviewing: *The ability to use effective questioning to assess the status of clients with respect to their personal needs and/or the needs of the organization and to elicit the information needed for further decision-making*

* Adjusts approach to meet individual needs
* Attends to verbal and non-verbal cues
* Creates a comfortable rapport with clients
* Directs the interview to achieve the goals intended
* Employs a logical and organized interview strategy
* Is sensitive to the needs of clients

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Verification and Accuracy: *The ability to ensure that information is complete and accurate and that errors are corrected and to follow through on the details of task completion*

* Carefully attends to details
* Ensures that proper documentation and appropriate procedures are used
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**Competencies for Management**

Client Service Excellence: *Serves clients through excellence in program and service delivery (Leadership Competency)*

* Anticipates and responds to the emerging needs of clients
* Creates and supports a culture of service excellence
* Focuses stakeholders, partners and employees on achieving the best practical results for clients
* Is creative in enhancing efficiencies and improving programs and delivery to clients
* Is sensitive and attentive to the needs of clients and their diverse cultures

Engagement: *Building effective relationships that values people and creating an environment where people want to work (Leadership Competency)*

* Clearly communicates to stakeholders and employees the organization's vision, mandates and roles
* Deals with conflict in a proactive, transparent and tactful manner
* Encourages learning by providing feedback, coaching and opportunities for growth
* Promotes an environment where people influence decisions through teamwork, discussion and debate
* Recognizes the contribution of others
* Takes actions that encourage involvement and inclusiveness including sharing information vertically and horizontally

Management Excellence: *Achieving business objectives through the effective management of people and resources (Leadership Competency)*

* Addresses change and obstacles with a positive outlook, sound judgment and composure
* Aligns resources to governmental and organizational priorities
* Clearly defines roles and accountabilities and holds self and others accountable for commitments
* Effectively manages workloads, and gets things done well, on time and within budget
* Makes difficult and timely decisions that address and mitigate risks to the organization

Strategic Thinking: *Thinking and navigating strategically in a complex environment; moving from thought to action (Leadership Competency)*

* Effectively translates vision/priorities into actions and results
* Envisions what is ahead, adapts work activities to changing needs and rallies people to face new challenges
* Identifies context, trends, and connections and links information to form a comprehensive perspective
* Seeks broad perspectives and expertise and challenges people’s thinking in order to find innovative solutions

Values and Ethics: *Modeling core values and demonstrating commitment to the organization, its mission and its people (Leadership Competency)*

* Encourages and supports work/life balance for all employees
* Models and supports public service values including integrity, fairness, transparency, trust and respect
* Promotes and demonstrates commitment to workplace well-being
* Takes actions that strengthen organizational efforts in achieving a representative and diverse workforce, respectful of both official languages

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**Competencies for Primary Service Delivery**

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**Competencies for Program and Administrative Support**

Applying Principles and Procedures: *The ability to understand a set of rules, guidelines or procedures, to recognize how they apply to a particular case, and to apply them in a logical way to make consistent decisions and/or recommendations*

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