



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

# COMPETENCY FRAMEWORK

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# THE HOUSE OF COMMONS COMPETENCY FRAMEWORK GLOSSARY

The House of Commons Administration Competency Framework was developed in consultation with employees and managers from across the organization. It was designed to provide employees and managers with guidance for linking individual employee performance with that of the organization. In other words, how employees can individually contribute to the achievement of common goals.

This glossary consists of behavioural competencies that have been categorized according to three themes:



## **FOSTERING TRUSTED RELATIONSHIPS**

- Integrity and Trust
- Service Excellence
- Communication
- Collaboration



## **ACHIEVING RESULTS**

- Leading Oneself and Others
- Planning and Prioritization
- Problem Solver



## **SETTING THE STAGE FOR INNOVATION AND CREATIVITY**

- Empowerment and Growth
- Change Contributor
- Risk Taking
- Productive Conflict

## **WHAT IS A COMPETENCY FRAMEWORK?**

A competency framework is a human resource management tool that is developed and used based on the premise that an organization's success rests in large part on the success of its employees.

## **WHAT IS A COMPETENCY?**

The knowledge, skills and abilities that underlie an individual's successful performance at work.

## **WHAT ARE BEHAVIOURAL INDICATORS?**

Descriptions/statements that indicate, in an observable way, that a person has demonstrably acquired a specific competency.

Behavioural indicators have been identified according to the level of responsibility, activities and expertise associated with a position.

## **WHAT IS A JOB FAMILY? (APPENDIX 1)**

A job family is a grouping of positions that require similar knowledge, skills and abilities (competencies).

## **WHAT IS AN ASSESSMENT SCALE?**

An assessment scale helps determine how to assess an employee in terms of their proficiency in the competencies and associated behaviours for their job and job family.

## **WHAT ARE KEYWORDS?**

Descriptive words that will help employees and leaders to quickly and easily understand what a competency means.



## FOSTERING TRUSTED RELATIONSHIPS

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We build a foundation of trust in order to gain the support of others and find consensus in defining and achieving common goals by being authentic, transparent and professional, and by communicating openly and consulting widely.

## INTEGRITY AND TRUST\*\*



### DEFINITION

Keeps commitments made to others, respects others, and demonstrates a strong work ethic.

### KEYWORDS

Impartiality, objectivity, credibility, ethics, transparency, authenticity, reliability, accountability, respect, inclusiveness

### ASSESSMENT SCALE

Level of impact and effort associated with building the organizational culture and exemplification of the values of the organization.

### INTEGRITY AND TRUST DO NOT MEAN...

- placing personal goals ahead of those of the House of Commons
- pursuing one's own interests at the expense of others' or those of the House of Commons
- blaming others for one's own errors and/or poor performance
- openly complaining about the organization, clients or colleagues

BEHAVIOURS	
1*	Treats everyone fairly and equally, with honesty and respect, creating an inclusive environment where all individuals feel safe to bring their whole selves to work.
2*	Recognizes one's own emotions and their effects on oneself and others, and knows how to appropriately manage one's behaviour to maintain healthy relationships.
3*	Acknowledges conflict-of-interest situations, or those situations that may be perceived as a conflict of interest, and acts to avoid and prevent them.
4	Delivers on agreed-upon commitments and informs appropriate parties if unable to do so.
5	Admits and acknowledges when mistakes have been made, and takes responsibility to deal with them quickly and efficiently to minimize impact.
6	Understands and considers the impact of one's decisions or actions on others and on the organization.
7	Establishes a work environment that values taking responsibility for one's actions and those of the team.
8	Sets clear expectations for employees and discusses objectives, commitments and professional conduct to maintain an ethical workplace.
9*	Implements practices and initiatives to advance an inclusive and healthy workplace and to promote fair and ethical behaviour within the organization.
10	Models and builds a culture that preserves the integrity of the organization.

JOB FAMILY	SCALE
Operations	1-6
Administrative Support	1-6
Specialized Support	1-6
Technical	1-6
Professional/Advisory	1-7
Operations-Focused Leaders	1-8
Programs/Services-Focused Leaders	1-9
Strategy-Focused Leaders	1-10

\* Includes elements of Inclusion

\*\* Former Leadership Practice



## SERVICE EXCELLENCE



### DEFINITION

Understands the needs of clients and responds to those needs in a professional manner.

### KEYWORDS

Respect, empathy, patience, self-control, openness, flexibility, adaptability, concern, motivation, curiosity, initiative, effective listening, commitment, communication

### ASSESSMENT SCALE

Depth of understanding of client needs and response given to those needs.

### SERVICE EXCELLENCE DOES NOT MEAN...

- being condescending to clients or interacting with them in a rushed or mechanical manner
- assuming the client will let us know if there is a problem
- passing on client problems to others when we can handle them ourselves
- doing what is faster and easier

BEHAVIOURS	
1*	Deals with clients with tact, neutrality and inclusiveness.
2	Identifies client needs through appropriate communication that includes active listening, clarifying questions, and research.
3	Adapts service offerings or approaches to best meet client needs and provide a positive client experience.
4	Anticipates client needs by identifying trends, asking for feedback and/or conducting research.
5	Advises clients on the appropriate service offering based on a good understanding of best practices, solutions and impacts.
6	Develops mechanisms to ensure satisfaction and that clients' needs have been met.
7	Implements service-delivery models that will support employees in meeting clients' needs and those of the organization.
8	Determines a strategic business direction to best meet clients' evolving needs and ensures continued service excellence.

JOB FAMILY	SCALE
Operations	1-3
Administrative Support	1-4
Specialized Support	1-4
Technical	1-4
Professional/Advisory	1-6
Operations-Focused Leaders	1-6
Programs/Services-Focused Leaders	1-7
Strategy-Focused Leaders	1-8

\* Includes elements of Inclusion

# COMMUNICATION



## DEFINITION

Listens and communicates openly to promote dialogue.

## KEYWORDS

Respect, openness, transparency, attentiveness, active listening, confidence, responsiveness, adaptability, understanding of non-verbal cues

## ASSESSMENT SCALE

Scope varies in terms of sensitivity to what others are experiencing and communicating, the complexity of the message, and the audience.

## COMMUNICATION DOES NOT MEAN...

- interrupting when someone is expressing their concerns
- expressing one's thoughts without first considering the audience
- delivering the message in the same manner regardless of the audience

BEHAVIOURS	
1*	Communicates with others in an open, respectful, and timely manner.
2	Listens to others with full attention and without interruption.
3	Clearly presents information and/or provides explanations so as to be easily understood.
4	Confirms one's own understanding of messages using a variety of techniques (e.g. asking clarifying questions, researching information).
5*	Uses a broad range of communication styles, adapting to the audience and situation to respect individual needs.
6	Answers sensitive questions appropriately with consideration for how one's reply might reflect on the House of Commons.
7*	Identifies and uses various communication strategies tailored to the audience for effective interaction and high impact.
8*	Promotes an open flow of information throughout the organization, from management to individual contributors.
9*	Facilitates the open expression of ideas and concerns by establishing appropriate forums for communication.

JOB FAMILY	SCALE
Operations	1-6
Administrative Support	1-6
Specialized Support	1-6
Technical	1-6
Professional/Advisory	1-7
Operations-Focused Leaders	1-8
Programs/Services-Focused Leaders	1-9
Strategy-Focused Leaders	1-9

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# COLLABORATION



## DEFINITION

Builds partnerships in the organization to achieve the objectives of the House of Commons as “one team.”

## KEYWORDS

Commitment, responsiveness, reliability, responsibility, flexibility, support, generosity, curiosity, communication, active listening, appreciation, team focus

## ASSESSMENT SCALE

Stages and degree of effort to establish and maintain relationships to support team efforts.

## COLLABORATION DOES NOT MEAN...

- keeping potentially helpful information to oneself
- interacting with colleagues and collaborators in a negative or indifferent manner
- ignoring the ideas and opinions of colleagues and collaborators
- ignoring the bigger picture (tunnel vision) and the need for alignment between teams in team projects

BEHAVIOURS	
1*	Deals honestly and fairly with others, showing consideration and respect for individual differences.
2	Understands and recognizes others' skills, abilities and expertise and does not hesitate to draw on them.
3*	Encourages collaborators at all levels to share their expertise, ideas and solutions with each other to further House of Commons objectives.
4*	Promotes collaboration and the exchange of ideas with others by understanding and respecting personal styles and expertise.
5	Exchanges information with others to encourage mutual knowledge transfer and maximize work effectiveness
6*	Establishes and nurtures relationships and networks to further the achievement of House of Commons objectives.
7*	Builds rapport with a wide network of collaborators to establish mutual trust and credibility and to promote collaboration.

JOB FAMILY	SCALE
Operations	1-7
Administrative Support	1-7
Specialized Support	1-7
Technical	1-7
Professional/Advisory	1-7
Operations-Focused Leaders	1-7
Programs/Services-Focused Leaders	1-7
Strategy-Focused Leaders	1-7

\* Includes elements of Inclusion





## ACHIEVING RESULTS

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We provide value to the organization by understanding what is expected of us and knowing how to fulfill our mandate.



## LEADING ONESELF AND OTHERS\*\*

### DEFINITION

Draws on personal and professional strengths and supports one's own longer-term development as well as that of others.

### KEYWORDS

Curiosity, ambition, confidence, self-knowledge, openness, motivation, enhancement, empowerment, engagement, guidance

### ASSESSMENT SCALE

Complexity or customization of attempts to positively influence and guide others toward a common vision in the accomplishment of tasks.

### LEADING ONESELF AND OTHERS DOES NOT MEAN...

- doing one's work without understanding how it fits into the big picture
- planning activities and setting priorities that are independent of the organization's strategic goals
- dealing with immediate issues without considering the broader organizational objectives

BEHAVIOURS	
1	Is aware of one's own values, preferences and ways of working and ensures one's behaviours align with the values of the organization.
2	Trusts own ability to independently undertake activities.
3	Takes initiative without outside prompting and proactively considers next steps to move work forward.
4	Recognizes one's own contribution and works toward specific goals aligned with the ones of the organization.
5	Makes oneself available to others to provide support, assistance or coaching.
6	Engages others to gain commitment, build support, and overcome challenges to achieve organizational objectives.
7	Fosters an environment where team members consistently push for improved team performance and productivity.
8*	Implements programs or actions for fostering team spirit and, a positive and stimulating workplace.
9	Explains the House of Commons' vision, mission and values in terms that are meaningful and inspiring for employees and teams.
10	Clearly communicates expectations regarding team members' roles and responsibilities in relation to the strategic plan.

\* Includes elements of Inclusion

\*\* Former Leadership Practice

JOB FAMILY	SCALE
Operations	1-5
Administrative Support	1-5
Specialized Support	1-5
Technical	1-5
Professional/Advisory	1-7
Operations-Focused Leaders	1-10
Programs/Services-Focused Leaders	1-10
Strategy-Focused Leaders	1-10



## PLANNING AND PRIORITIZATION

### DEFINITION

Plans, prioritizes and manages the effective and efficient completion of the work to be done.

### KEYWORDS

Organizational and analytical skills, accountability, focus, judgment, realism, good use of efforts and time

### ASSESSMENT SCALE

Sophistication in the way one anticipates, plans, monitors progress and adjusts as needed.

### PLANNING AND PRIORITIZATION DO NOT MEAN...

- underestimating the time, effort and resources needed for a task
- losing sight of the bigger picture by viewing projects as individual tasks
- stressing when dealing with multiple tasks
- micromanaging and controlling every part of a project without delegating tasks

BEHAVIOURS	
1	Organizes one's own tasks according to work objectives, available resources, and workload.
2	Reviews one's own work and ensures that procedures and quality standards are followed.
3	Adjusts work tasks according to changing circumstances, challenges and/or available resources.
4	Manages one's own workload, quality of work and use of resources to maximize efficiency and productivity and respect established timelines.
5	Monitors work progress, anticipates challenges, and prepares contingency plans to mitigate risks.
6	Establishes reasonable expectations and ensures that workload is managed and balanced, taking into account organizational realities and constraints.
7	Leads the implementation of processes and standards to monitor and evaluate progress and the use of resources.
8	Establishes team and service-area priorities that align with the broader goals and priorities of the House of Commons.

JOB FAMILY	SCALE
Operations	1-4
Administrative Support	1-4
Specialized Support	1-4
Technical	1-4
Professional/Advisory	1-6
Operations-Focused Leaders	1-8
Programs/Services-Focused Leaders	1-8
Strategy-Focused Leaders	1-8



## PROBLEM SOLVER

### DEFINITION

Has a can-do approach to problem solving and overcomes work obstacles through curiosity, creativity, analysis and learning.

### KEYWORDS

Curiosity, initiative, creativity, positivity, judgment, intuition, openness, analytical skills, collaboration

### ASSESSMENT SCALE

Extent to which one monitors the work environment to identify opportunities, considers different perspectives to resolve problems, and moves from making basic decisions in simple situations to making complex decisions in more ambiguous situations.

### PROBLEM SOLVER DOES NOT MEAN...

- overlooking the factors that led to the problem
- taking steps to solve an immediate problem without thinking about the consequences of the actions taken and what other problems may follow
- jumping to conclusions without examining the facts
- limiting one's thinking and failing to make the broader links

BEHAVIOURS	
1	Recognizes when there is a problem and/or asks questions to better understand a problem or make sense of a situation.
2	Identifies the impact of problems, actions, answers and recommendations, and communicates the potential issues/risks for the client, individual, team, service area and/or organization.
3	Analyzes the relative importance of information, questions or issues, understands their impact, and identifies appropriate actions or communications as a result.
4	Proactively seeks answers and relevant, reliable and necessary information using all appropriate resources and tools, and asks others for assistance when required before making a decision.
5	Resolves problems within one's own scope of responsibility and engages collaborators when problems fall outside one's own area of expertise.
6	Draws on one's knowledge and experience to offer options when faced with urgent, unexpected or complex matters.
7	Shares lessons learned from identifying or resolving problems with others.
8	Implements lessons learned from others when identifying or resolving routine problems.
9	Develops efficient and viable advice or recommendations that address problems and drive the effectiveness of the team, service area and/or organization.
10*	Builds a work environment where individuals are empowered to identify challenges or opportunities for continuous improvement.

\* Includes elements of Inclusion

JOB FAMILY	SCALE
Operations	1-6
Administrative Support	1-7
Specialized Support	1-7
Technical	1-7
Professional/Advisory	1-9
Operations-Focused Leaders	1-10
Programs/Services-Focused Leaders	1-10
Strategy-Focused Leaders	1-10





## SETTING THE STAGE FOR INNOVATION AND CREATIVITY

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We ensure continuous improvement and organizational enhancement by challenging the status quo, being open to change, learning from our mistakes and acknowledging that there are many ways of achieving success.



## EMPOWERMENT AND GROWTH\*\*

### DEFINITION

Inspires and motivates others and draws inspiration and motivation from others to innovate and shape the future success of our workplace.

### KEYWORDS

Initiative, resourcefulness, curiosity, ambition, confidence, self-knowledge, openness, motivation, constructive and respectful feedback given and received

### ASSESSMENT SCALE

Degree of personal initiative with regard to learning, scope of learning, and degree of involvement in supporting the team and the needs being addressed.

### EMPOWERMENT AND GROWTH DO NOT MEAN...

- failing to see constructive feedback as an opportunity to learn and/or to consider better work approaches
- doing the least to get by or failing to consistently deliver
- needing constant handholding
- being insensitive to or unaware of the different needs, aspirations and capabilities of others

BEHAVIOURS	
1	Shares one's own expertise and experience with others.
2	Seeks feedback and advice from others to identify opportunities for one's own growth and improvement.
3	Participates in learning or development activities to enhance performance in current role.
4	Creates informal and formal learning opportunities for others.
5	Helps others learn from their setbacks and experiences.
6	Encourages initiatives in line with organizational objectives to create an environment that is supportive of learning .
7	Promotes the team's accomplishments by bringing them to the attention of the organization.
8	Addresses employees' strengths and areas where development is needed.
9*	Provides employees with coaching, learning and development opportunities tailored to their individual needs.
10	Ensures that opportunities and resources (financial, human, material) are available and provided to employees.

JOB FAMILY	SCALE
Operations	1-3
Administrative Support	1-3
Specialized Support	1-3
Technical	1-3
Professional/Advisory	1-6
Operations-Focused Leaders	1-10
Programs/Services-Focused Leaders	1-10
Strategy-Focused Leaders	1-10

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\*\* Former Leadership Practice





## CHANGE CONTRIBUTOR

### DEFINITION

Acts as an agent of change and remains positive, flexible and productive through changes, transitions and difficult situations.

### KEYWORDS

Adaptability, flexibility, self-management, leadership, openness, confidence

### ASSESSMENT SCALE

Degree of involvement in the change process and complexity of the strategy (from understanding to leading change).

### CHANGE CONTRIBUTOR DOES NOT MEAN...

- being constrained by the way things have always been done
- assuming that others will realize the positive aspects of the change
- trying to force change on people without anticipating their concerns
- failing to demonstrate personal commitment to the change

BEHAVIOURS	
1*	Expresses openness to change by acknowledging the value of other points of view and other ways of doing things.
2	Acknowledges and confronts one's own resistance to change with an open mindset and willingness to improve the situation.
3	Demonstrates agility, keeps a positive attitude and sustains work effectiveness in times of changes.
4*	Identifies potential reactions or resistance to change, adapting one's own behaviour to meet the needs of those impacted by the change.
5	Explains and promotes organizational change by describing the benefits of change initiatives.
6*	Recognizes changes that might impact teams/employees and conceives potential mitigation plans.
7	Communicates a compelling vision of change in a way that motivates and inspires others.

JOB FAMILY	SCALE
Operations	1-4
Administrative Support	1-4
Specialized Support	1-4
Technical	1-4
Professional/Advisory	1-5
Operations-Focused Leaders	1-7
Programs/Services-Focused Leaders	1-7
Strategy-Focused Leaders	1-7

\* Includes elements of Inclusion



## RISK TAKING\*\*

### DEFINITION

Thinks creatively and implements new and different ways of doing things.  
Takes the time to celebrate successes and acknowledge failures, and learns from mistakes.

### KEYWORDS

Courage, decisiveness, curiosity, creativity, ambition, determination, trust, confidence

### ASSESSMENT SCALE

Level of courage and strength to challenge convention and take actions involving a responsible risk.

### RISK TAKING DOES NOT MEAN...

- going with what has worked in the past without questioning if that approach still makes sense
- believing that there is only one solution to a given problem
- assuming that everything that can be tried, has been tried
- focusing on current processes at the expense of results

BEHAVIOURS	
1	Actively seeks innovative solutions that will improve programs, products and services.
2	Demonstrates curiosity by exploring ways to innovate within one's own area of expertise.
3	Champions new ideas and ways of doing things.
4	Constructively questions the status quo, practices and processes, while identifying what is working and what could be improved.
5	Takes action with an understanding of the risks involved or uses unconventional approaches aligned with the needs of the organization.
6	Encourages and supports others to take risks and explore new approaches and solutions to problems.
7	Looks for ways to improve internal processes or practices and challenges others to do the same.
8	Creates a safe environment for creativity and learns from setbacks and mistakes.
9	Champions a culture that challenges the status quo and encourages experimentation, new perspectives and risk taking.

JOB FAMILY	SCALE
Operations	1-5
Administrative Support	1-5
Specialized Support	1-5
Technical	1-5
Professional/Advisory	1-7
Operations-Focused Leaders	1-9
Programs/Services-Focused Leaders	1-9
Strategy-Focused Leaders	1-9

\*\* Former Leadership Practice



## PRODUCTIVE CONFLICT\*\*

### DEFINITION

Engages in an open exchange of different ideas in which parties feel equally heard and respected for the purposes of the greater good.

### KEYWORDS

Objectivity, empathy, fairness, respect, openness, flexibility, compromise, conciliation, negotiation, persuasiveness, credibility

### ASSESSMENT SCALE

Level of open-mindedness to divergent perspectives and degree of personal involvement in overcoming obstacles and conflict.

### PRODUCTIVE CONFLICT DOES NOT MEAN...

- using emotional arguments rather than relying on facts
- speaking poorly of others or of their ideas/opinions
- trying to prove that the other person is wrong
- speaking over others and not allowing them to express themselves

BEHAVIOURS	
1	Demonstrates trust in others and an openness to others' ideas.
2*	Actively seeks and integrates other thoughts and perspectives and encourages all collaborators to seek out different perspectives.
3*	Ensures that differing points of view are heard and respected by enabling equal opportunities for contribution.
4	Constructively challenges views expressed by others, identifying common ground when addressing objections.
5	Encourages discussions between parties to explore differences, determine common goals, and identify potential solutions to emerging conflict.
6	Uses strategies to overcome resistance so as to gain support for ideas.
7*	Demonstrates courage by addressing people/interpersonal issues and other types of workplace conflict effectively, respectfully, and in a timely manner.
8	Encourages open dialogue and the constructive questioning of ideas within others in order to find solutions that best meet the needs of the organization.
9	Addresses barriers to new ideas and negotiates solutions to maximize the potential for innovation.
10	Fosters an environment where divergent perspectives and differing opinions are encouraged.

JOB FAMILY	SCALE
Operations	1-4
Administrative Support	1-4
Specialized Support	1-4
Technical	1-4
Professional/Advisory	1-9
Operations-Focused Leaders	1-10
Programs/Services-Focused Leaders	1-10
Strategy-Focused Leaders	1-10

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## APPENDIX 1

Job Family	Definition	Job Examples
<b>Operations</b>	Contributes to day-to-day operations by delivering services on an ongoing basis and/or performing activities related to the maintenance, construction, repair or installation of facilities and infrastructure.	Shipper-receiver, mail clerk, maintenance and material handling person, driver, messenger, cabinetmaker, picture framer, painter, cook
<b>Administrative Support</b>	Provides a wide range of administrative services to support an individual or a unit in delivering services or meeting operational requirements.	Administrative assistant, receptionist, executive assistant
<b>Specialized Support</b>	Provides and ensures the delivery of standard services, programs or processes by applying methods, procedures and techniques relating to a practical field of activity.	Logistics officer, coordinator, committee assistant, events coordinator, business application support officer, IT support specialist
<b>Technical</b>	Provides technical services in a given area of expertise through the maintenance and utilization of equipment, systems, tools and programs.	Systems technician, TV equipment operator
<b>Professional/Advisory</b>	Provides practical and/or strategic guidance and advice to client groups in a given area of expertise. Usually liaises directly with clients and may be responsible for developing/building products, services or programs.	Advisor, senior advisor, parliamentary counsel, executive advisor, business partners, managers business relationship, project manager
<b>Operations-Focused Leaders</b>	This job family consists of supervisory and team-lead positions responsible for leading operations or projects. These leaders are responsible for performance management and possibly recruitment. They may have direct reports and/or supervise in a matrix environment. Incumbents in this job family typically report to programs/services-focused leaders.	Team leader, supervisor, procedural services clerk, senior advisor with direct reports Team lead, senior advisor, coordinator, operations manager
<b>Programs/Services-Focused Leaders</b>	Consists of leaders in middle-management positions responsible for delivering programs or services to clients. Also includes leaders who work on projects. This job family typically includes positions responsible for managing a budget. Direct reports may include employees and operations-focused leaders.	Manager, senior project manager, senior program manager, operations chief
<b>Strategy-Focused Leaders</b>	Consists of leaders in senior-management positions responsible for directing programs and for setting a vision. These leaders are responsible for a service or directorate and guide and engage employees to contribute to the success of the organization. Incumbents in this job family have direct reports.	Director, deputy director, chief, CMG member