

1. BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS					ANNEX-1 to SBB#-1
Definition: The ability to build and maintain a network of reciprocal, high trust, synergistic working relationship within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders.					
Levels	Basic	Intermediate	Advanced	Superior	
Core Description/ Elements	Maximizing existing partnerships and networks and capitalizes on these to deliver or enhance work outcomes	Builds partnerships and networks to deliver or enhance work outcomes	Strengthens and deepens partnerships and networks to deliver or enhance work outcomes	Builds and then leverages on collaborative partnerships and networks to deliver or enhance work outcomes	
Cultivates a robust network of connections and working relationships	Implements commitments and monitors partnership arrangements to ensure that the objectives of the partnership remain on target	Sets up regular meetings or consultations with the team, partners or other stakeholders to gather and respond to feedback on what is working, what needs are unmet and how to resolve specific problems and to recognize areas of common interest to plan and carry out joint initiatives.	Maintains positive and productive working relationships with the team, partner or other stakeholders, despite differences in ideas or their attributes or complexities to encourage sharing of expertise and bring about synergies, goodwill and mutual benefit	Sets the climate as well as the standards, policies and guidelines for collaboration with team, partners and other stakeholders, across government and relevant sectors to achieve strategic priorities and shared goals.	
Negotiates and influences persuasively	Use subject matter knowledge and a strong grasp of issues in providing appropriate recommendations to engage team members, partners or other stakeholders and to achieve positive outcomes	Demonstrates reliability and uses this to build credibility with team members, partners or other stakeholders and to achieve positive outcomes.	Resolves conflicts, disagreements and differing conflicts among team members, partners or stakeholders in a constructive manner (e.g. win-win approach; use of appropriate conflict resolution processes; identification of common ground through dialogue and consensus; shared solution perspective)	Navigates high risk, complex or contentious situations across the government and relevant sectors using innovative influencing strategies.	
Promotes value of transparency and open communication	Shares accurate and timely information and stimulates open discussion or ideas to promote a positive environment	Articulates proactively the expectations and concerns of team members and relevant stakeholders and implements measures to address them to build synergy and goodwill.	Identifies barriers to transparency and open communication and initiates appropriate solutions.	Models the value and importance of transparency and keeping communication lines open to both internal and external stakeholders (e.g. facilitates exchange of information and experiences, broadens perspectives on merging sensitive issues and enhances coordination, collaboration and complementation (3 Cs)	

<p>Addresses gender and other diversity issues, discriminatory and exclusionary behavior</p>	<p>Identifies dysfunctional and inappropriate behaviors or gender issues of work team members and provides them appropriate feedback</p>	<p>Integrates into the unit work plan a project/activity/program that addresses gender issues, discriminatory and exclusionary behavior within the office and in relation to partners, networks and other stakeholders.</p>	<p>Uses diversity-sensitive approaches and addresses gender issues, discriminatory and exclusionary behaviors in order to establish and maintain partnerships and networks in implementing projects/activities/programs.</p>	<p>Sets guidelines, ethical standards and direction to communicate zero-tolerance to gender biases, discriminatory and exclusionary behavior across government and relevant sectors to build a collaborative and inclusive culture (e.g. there is a space for growth and development of vulnerable and marginalized groups including women, persons with disabilities, senior citizens and indigenous peoples).</p>
<p>Demonstrates interpersonal savvy</p>	<p>Listens actively and shares information and resources as appropriate to demonstrate openness.</p>	<p>Applies tact and diplomacy in knowing what to say, when and to whom, and how to communicate messages in a way that will gain support.</p>	<p>Demonstrates adaptability to different protocols, working styles, and individual differences with people inside and outside the organization</p>	<p>Uses appropriate and context-sensitive communication mechanisms, varying the language, tone, content and style to influence diverse stakeholders across government and relevant sectors</p>

2. Managing Performance and Coaching for Results				
Definition: The ability to create an enabling environment which will nurture and sustain a performance based, coaching culture. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting the value of continuous learning and environment.				
Levels	Basic	Intermediate	Advanced	Superior
Core Description/ Elements	Monitors work and/or team climate and applies the appropriate action using available tools, including basic knowledge of coaching, to ensure that work or performance matches or exceeds the required standard	Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to self initiate solutions for their growth and development	Monitors the strategic imperatives of the organization and orchestrates teams, work and organizational culture around this, through advanced skills in coaching to achieve performance standards.	Leads the organization by example and through coaching towards a performance based culture and the achievement of public service performance standards
Promotes performance based culture	Provides timely, concrete, evidence-based and behavioral feedback during performance management conversations based on appropriate and available tools to check and monitor the progress of employees or team members on goals and work.	Engages others from the team to provide timely, concrete, evidence based feedback to improve the performance of staff team or group.	Adjusts style/stance from directing to empowering, based on the capabilities and motivation of the employee, providing examples of behavior consistent with goal achievement.	Integrates the key principles supporting a performance-based culture into the organization-wide performance management system, aligned with relevant civil service laws and rules and regulations (e.g. recognizes and rewards leadership team and manages who demonstrate effectiveness in performance management and coaching)
Nurtures a coaching culture	Explains the coaching process, particularly, the concept of "coaching is coachee-driven" when conducting coaching sessions to employees"as well as expectations with individuals or among team members, and prepares the agreed workplan or commitment with the individual or group.	Develops new/enhances existing tools to get more accurate and relevant data that will help improve individual or team performance and reach achievable and specific workplace goals of an employee.	Guides a coachee to propose and choose performance improvement solutions given the organizational goals, priorities, outcomes and the coachee's work context.	Creates the organizational conditions including policies and guidelines necessary to encourage and support leadership and management teams to adopt and consistently practice to achieve public service performance standards.
Applies appropriate coaching techniques confidently and flexibility	Asks powerful questions that begin with what, when, who, how much and how many to make a coachee understand the root cause of long standing issues or a situation that falls short of his/her superior's expectation and to help the coachee identify goals, reality, options and actions.	Uses appropriate coaching tools and techniques to help the individual or team meet developmental and performance goals, recognizing issues and challenges as they present themselves in a coaching or performance improvement conversation.	Tailor fits the coaching and performance management process/practice to the unique needs of the coachee, mentee or employee.	Enables the leadership and management teams (and self) to effectively and consistently apply the principles, processes and key practices of coaching (e.g. listening with respect and empathy, asking rich and high gain questions, encouraging mutual respect and support, etc.)

Demonstrates supportive leadership	Give genuine acknowledgement of a person's qualities and feedback on developmental needs.	Provides adequate support and resources to coachees/employees to implement their learning and development interventions.	Encourages coachees and provides them adequate support and resources for them to become coaches.	Provides adequate support and resources to enable the leadership and management teams to effectively sustain a performance-based coaching culture to nurture future leaders.
Builds a respectful, egalitarian climate during performance management and coaching conversation	Communicates standard and expectations for mutual support and respect and open and honest relationship	Guides the coaches to arrive at a course of action of their own choosing to reach his/her performance goals for the division	Practices non-judgemental and facilitative actions (e.g. emphatic listening, asking rich and high-gain question	Models open and honest coach-coachee relationship to leadership and management teams.
Commits to continuous learning and improvement	Acknowledges mistakes and learns from them through self reflection	Accepts accountability for mistakes and takes corrective action	Understake developmental activities to enhance one's competencies as a coach and performance development partner	Demonstrates commitment to enhancing personal, overall effectiveness as a coach, mentor and performance development partner by undertaking self directed learning and seeks out peers and colleagues for consultation and further skills enhancement.

3. Leading Change				
Definition: The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes advancing and sustaining change.				
Levels	Basic	Intermediate	Advanced	Superior
Core Description/ Elements	Responds effectively to the need or reason for change and participates in the activities or initiatives inherent to it.	Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change.	Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant.	Plans, defines and exhibits buy in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness.
Recognizes the need for change and prepares the organization for change.	Alerts the unit to opportunities and threats relating to the organization.	Includes components of the change management process in preparing work plans and activities for the unit.	Constructs strategies, plans and programs to anticipate and address changing priorities, emerging trends, challenges and opportunities.	Collaborates with management teams to position the organization in seizing opportunities, minimizing threats/risks and effectively meeting future demands and evolving needs of stakeholders and clients.
Engages stakeholders (buy-in, commitment, sense of ownership, accept, support, contribute)	Collects useful information to manage the change, assesses people's reception and recommends alternatives to make the change implementation more appropriate.	Integrates other people's expectations and concerns with respect to the change process to build positive relationships with team members, stakeholders and clients.	Elicits support and contribution of work teams and other key stakeholders to successfully implement change initiatives.	Sets conditions for engagement in all change process, to facilitate buy-in, secure commitment and sense of ownership for the change of agenda.
Manages opposition, reistance or setbacks effectively	Asks employees for suggestions and incorporates their ideas in the change plan.	Allows employees to complete current efforts and redefines their roles during the course of implementing the change.	Identifies sources of conflict in situations involving a change process and acts sensitively, objectively and constructively to de-escalate conflict.	Conducts root cause analysis, identifies potential strategies, in managing resistance and moves employees and other stakeholders forward in the change process within the organization, government and relevant sectors.
Allocates and provides resources for change initiatives.	Identifies and allows key individuals in the unit to devote time to move the change forward.	Integrates change management initiative in the work plan of the unit of an office to move the change forward.	Provides appropriate resources to support and implement change initiatives within one or more offices.	Allocates appropriate resources to support and implement change initiatives with leadership and management across the organization.
Advances and sustains change	Adheres to applicable and stated or communicated processes, policies and assigned work in the implementation of change.	Guides the coaches to arrive at a course of action of their own choosing to reach his/her performance goals for the division	Practices non-judgemental and facilitative actions (e.g. emphatic listening, asking rich and high-gain question	Models open and honest coach-coachee relationship to leadership and management teams.

	Documents new processes and practices as a result of the change agenda	Evaluates effectiveness of the implemented change	Recognizes individuals and teams who demonstrate actions and initiatives supportive of the change agenda.	Encourages leadership and management team to enhance the motivation, morale and job performance of the organization
Models change for improved work performance	Develops one's own individual development plan as change leader/agent	Identifies areas in which one's own capabilities complement others in managing the change process.	Meets with willingness the challenges of change on one's role or work team and encourages and supports others to do the same.	Creates conditions within the organization that will encourage others to meet challenges of change and commit to innovation and continuous improvement in work performance across the organization.

4. Thinking strategically and creatively				
Definition: The ability to "see the big picture" think multi-dimensionally, craft innovative solutions, identify connections between situations or things that are not obviously related, and come up with new ideas and different ways to enhance organizational effectiveness and responsiveness.				
Levels	Basic	Intermediate	Advanced	Superior
Core Description/ Elements	Displays awareness and supports the vision, mission, values, objectives and purposes of the agency or organization.	Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one's department or functional area.	Plans, crafts and adapts strategies for achieving the vision, mission, and objectives of the agency or organization and secures the proper implementation of these strategies.	Interprets the complex and volatile nature of the environment to the agency or organization and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.
Demonstrate a systems perspective	Articulates to others the vision, mission, values, objectives and purposes of the organization/agency.	Communicates the alignment of the roles and performance commitment of the Division or unit to office targets based on the organization's vision, mission, values, objectives and purposes.	Explains the linkages and interactions among various functional areas, systems and processes of the organization/agency, including the interface with clients, partners and other stakeholders.	Aligns strategies and development plans to the national development agenda and whole of government scenario.
Demonstrates strategic agility	Responds positively to the call or challenges of the organization's or agency's goals.	Guides work teams in designing breakthrough or innovative plans and programs.	Evaluates changes in the operating environment and applies knowledge when exercising and recommending sound judgement in identifying range of solutions/courses of action (i.e. adjusts plans and programs, tailors approaches and/or explores innovative alternatives)	Analyzes multi-dimensional aspects and impacts of the emerging issues, future trends, potential challenges and opportunities and how these can affect organization's systems, processes, people, programs and services and projects them into the future.
Promotes creativity	Supports innovative initiatives and demonstrates responsiveness to change methodology.	Demonstrates the ability to think "outside the box" by coming up with innovative ideas and methods of doing things.	Cultivates an environment where staff members feel free to do different things and try out new and different ways of doing things.	Provides resources for pursuing worthy and necessary innovations.
Negotiates and allocates resources properly and judiciously	Identifies resources and competencies needed within the work area to get the work done.	Uses appropriate resources in accordance with the office workplan, organizational priorities and regulatory standard/procedures.	Monitors and emphasizes the efficient use of resources to achieve cost effective outcomes.	Negotiates the provision of resources within the organization and with relevant bodies by identifying and exploring potential sources of additional resources.
Acts as strategic advisor	Provides advice and feedback to support others to make sound and timely decisions.	Raises and challenges important issues constructively and stands by own position when challenged.	Speaks up to clarify decisions and points out potential negative impacts or repercussions	Provides quality judgement and strategic advice to senior leadership and relevant government instrumentalities, based on robust analysis and consideration of the wider context.

5. Creating and Nurturing a high performing organization

Definition: The ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented.

Levels	Basic	Intermediate	Advanced	Superior
Core Description/ Elements	Builds a shared sense of commitment to a common goal among individuals and utilizes interventions to help close gaps or improve competence of staff to achieve that goal	Builds a shared sense of destiny among individuals with seemingly desperate views, concerns and aspirations, creates team cohesion and improves individual and team performance	Creates a culture where team work and interdependence is nurtured by facilitating collaboration across organizations.	Builds and cultivates a shared sense of commitment between and /or among groups, departments and clients despite differences and/or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development
Builds a sense of purpose and direction	Participates in organization planning to enable future directions while providing clarity for the present.	Communicates a direction that enables employees to understand the links to the agency's or organization's strategic directions.	Undertakes constructive and continuing dialogue on delivering results consistent with expectations, targets and quality standards.	Creates a shared sense of purpose by explaining how it contributes to work team goals, the organizational mandate and national priorities.
Promotes results-based culture	Reviews workplans or projects and monitors performance.	Provides feedback and ensures actions to improve the delivery of outcomes.	Implements results-based planning and monitoring systems and tools within the office.	Institutionalizes results-based planning and monitoring system and tools (e.g. strategy map, performance scorecard, results based management, PDCA, etc.) across organization.
Promotes client service orientation	Maps out the needs of clients to drive outstanding client service.	Promotes excellent service delivery by being a model in providing value added service.	Uses client feedback and benchmarks best practices to continual improve service delivery.	Sets up conditions that embed a strong client ethos in the organization to exceed client expectations.
Builds teams and enables effective work performance	Effectively uses individual and team capabilities for work outcomes.	Uses innovative ways to create conditions for shared or collaborative contributions across levels and functions.	Promotes the use of cross-functional C3 (coordination, complementation and collaboration) to sustain a team based working environment	Shapes a high performing work team culture by maintreaming behavioral norms and key processes which will ensure highly effective team performance.
Nurtures a learning organizations	Assesses learning needs and identifies appropriate learning interventions	Provides interventions that wil facilitate acquisition of learning and application in the workplace.	Provides opportunities and outlets for employees to share new insights and experiences with others across levels and functions.	Invests in the continuous learning and development of employees and management teams to foster a culture of learning within the organization's and aligns this with the organization's strategic goals.