Leadership **Profiles**

Leadership profiles are grouped in three categories:

Leadership Levels – Leaders in the L-series primarily achieve objectives through the work of others.
Professional/Individual Contributor Levels – Leaders in the P-series primarily achieve objectives through the application of specialized/technical expertise.
Business and Technical Support Services Contributors – Leaders in the A-series primarily achieve objectives through their business and technical support expertise.

Leadership Levels

Leadership Level 1 (L1)

Leaders at this level generally coordinate and oversee the technical, production or business support activities of a specific function within a department, setting priorities and coordinating the work of the unit with other supervisors. They use in-depth knowledge of the work processes within the area to resolve problems but do not perform the day to day work of the unit. Reporting to a departmental manager, they ensure departmental financial and operational objectives are met.

Leadership Level 2 (L2)

Leaders at this level generally manage professional employees and/or supervisors, developing plans and coordinating resources to meet the operational objectives of the work group. They manage financial resources and uses in-depth expertise in own field to resolve operational problems, improve effectiveness, and implement the functional strategies of the work unit.

Leadership Level 3 (L3)

Leaders at this level generally manage professional employees and/or supervisors and may manage lower level managers in a diverse work group or broader functional area. They develop and manage operational plans and budgets to achieve operational objectives for their area that are aligned with departmental objectives. Working fairly independently, with occasional supervision from a direct manager, they play a hands-on role in daily operations of the group, using in-depth functional expertise, motivation, and diplomacy to interpret client needs, identify business issues, and resolve complex operational problems.

Leadership Level 4 (L4)

Leaders at this level generally manage a business unit or department through lower level managers, professional staff and/or supervisors. Exercising considerable independent judgment,

Leadership **Profiles**

leaders at this level develop financial and operational objectives and have accountability for the business/financial results of the department. They contribute to functional strategy development and ensure operational plans are aligned with business objectives. Leaders have broad business knowledge and in-depth functional expertise and may have direct involvement in completing the more strategic activities of the department.

Leadership Level 5 (L5)

Leaders at this level generally provide leadership and direction to multiple functional areas through lower level managers. Operating with a high level of autonomy and exercising considerable judgment, these leaders develop operational and financial objectives and they provide strategic direction and deploy resources to ensure business objectives are achieved. They leverage relationships with internal and external clients to identify business issues and support business needs, and use in-depth functional and business expertise to direct the resolution of highly complex or unusual business problems that cross functional lines.

Leadership Level 6 (L6)

Leaders at this level generally provide leadership and direction for diverse and complex business areas through senior level managers. These leaders work at the highest level of management, participating in organizational planning and the development of overall business strategy, and negotiating with clients and/or other leaders to accomplish cross functional objectives. They use their in-depth business and industry expertise to anticipate complex business issues that cross organizational lines and exercise extensive decision-making authority to direct the deployment of a complex mix of cross-functional resources.

Professional/Individual Contributor Levels

Professional/Individual Contributor Level 1 (P1)

Leaders at this level generally use the knowledge and skills in their discipline to solve routine problems in their work area, analyze and assess solutions, and respond to standard requests from clients with direction from a supervisor. They work within a team, prioritizing and organizing their own work to meet deadlines as set by others to contribute to the overall achievements of the team.

Professional/Individual Contributor Level 2 (P2)

Leaders at this level generally use their knowledge and skills in their discipline to identify and solve problems in their work area, analyze and assess solutions, and respond to non-standard requests and moderately complex problems from clients with moderate direction from a

Leadership **Profiles**

supervisor. They work within a team, prioritizing and organizing their own work and controlling costs in their own area to contribute to the overall achievements of the team.

Professional/Individual Contributor Level 3 (P3)

Leaders at this level are generally recognized as fully qualified professionals who apply their in-depth knowledge and experience and best practice in their own discipline to respond to a wide range of moderately-complex and complex problems and situations. They interpret and respond to client needs and improve products or services in their own area. Working with minimal direction, they monitor and control costs within their own work, explain difficult issues to establish consensus, and promote teamwork, potentially coaching and guiding others.

Professional/Individual Contributor Level 4 (P4)

Leaders at this level generally recognized as specialists in their field who integrate their depth and breadth of experience in their own discipline with knowledge of business priorities and functions to address complex problems and non-standard situations as a key contributor in an intricate and critical environment. They anticipate client needs, identify solutions, and interpret internal/external business issues, recommending best practice in their own discipline. They explain difficult concepts and persuade others to adopt a point of view. These leaders may lead teams or projects, forecasting and planning resources to meet objectives and managing costs for specific projects.

Professional/Individual Contributor Level 5 (P5)

Leaders at this level are generally recognized as experts in their field, having developed depth and breadth of expertise in multiple related disciplines. They anticipate client needs and influence the development of innovative solutions, coordinating work outside their own area.   These leaders participate in the development of business strategy, and create innovative solutions that are consistent with organizational objectives. They present highly complex ideas and influence others. They provide leadership, mentoring and guidance to others, and develop and manage plans to solve the most complex problems, creating solutions that are both innovative and that meet organizational objectives.

Professional/Individual Contributor Level 6 (P6)

Leaders at this level are generally recognized as senior level expert-specialists in their fields, and are recognized as a leader within the most complex disciplines that drive the organization's performance and which have business-wide impact or influence. These leaders identify and solve problems that impact the management and direction of the business as a whole, and develop long-term plans that impact the achievement of business results.   Leaders at this level have

Leadership **Profiles**

expertise in leading edge theories, techniques and technologies and apply and align these to meet the organization's requirements at the highest levels.

Business and Technical Support Services Contributor Levels

Business and Technical Support Services Contributor Level 1 (A1)

Leaders at this level are generally recognized as having vocationally qualified knowledge and skills in their area of expertise and respond to standard requests from internal and external clients. They respond to client needs and contribute to the achievement of the team goals. Working on assignments typically under supervision/guidance, they apply general technical skills and knowledge to complete assigned activities.

Business and Technical Support Services Contributor Level 2 (A2)

Leaders at this level are generally recognized as having developed knowledge and skills in their area of expertise and respond to problems and situations using standard procedures. They respond to client needs in their own area, contributing to the achievement of the team goals. Working on assignments independently or with moderate supervision/guidance, they apply their knowledge and skills to activities and may serve as a technical resource to others in own area.

Business and Technical Support Services Contributor Level 3 (A3)

Leaders at this level are generally recognized as having developed specialized knowledge and skills in their area of expertise and respond to a range of moderately complex problems and situations. They respond to client needs and improve products or services in their own area, contributing to the achievement of the team goals. Working on assignments independently or with minimal supervision/guidance, they apply knowledge and skills to a range of activities and act as a technical resource to others in own area.

Business and Technical Support Services Contributor Level 4 (A4)

Leaders at this level are generally recognized as having developed specialized knowledge and skills in their area of expertise and are technical specialists within their own area. They respond to a range of complex problems and situations, and share experience with others to meet objectives in their own area. Working on assignments independently or with minimal supervision, they manage their own time and the time of others as a team leader and coordinate work beyond their own area of expertise.

Leadership **Competencies**

Thinks Strategically

Thinks strategically when analyzing issues, making decisions and prioritizing actions, including:

- Takes an organizational perspective
- Ensures client and stakeholder interests are considered
- Aligns decisions and actions with the CRD strategic plan
- Assesses social, economic and environmental trends for opportunities and challenges

Fosters Innovation

Fosters innovation at all levels of the organization to serve the public in new and better ways, including:

- Creates a safe environment for learning and experimentation
- Highlights and celebrates innovation throughout the CRD
- Values the learning gained from unsuccessful ventures
- Approaches new ideas with a respect for and understanding of historical practice

Sees the Big Picture

Understands and helps others see the complexity of the CRD environment, including:

- Identifies connections, relationships and possibilities between and within different parts of the CRD
- Considers the impact of actions on other areas and/or the whole organization
- Helps others to connect current actions with the vision and strategic goals of the CRD
- Reviews and adapts plans to take advantage of emerging opportunities and to address changes in other areas.

Is Accountable for Results

Aligns the people, resources and systems necessary to deliver business results, including:

- Takes personal accountability for actions and outcomes in own area of responsibility
- Delegates appropriately to achieve results
- Empowers others to be accountable by setting clear outcomes, checking-in regularly, and providing mentoring to ensure goals are met
- Celebrates individuals/teams successfully delivering outcomes

Understands the Politics

Uses an understanding of the complexity and nuances of own political arena (internal and external) to gain stakeholder support, including:

- Communicates relevant and timely information and alternatives to help stakeholders make decisions
- Anticipates barriers and motivators for stakeholder support

Leadership **Competencies**

- Balances the nature of communication between informing and influencing
- Uses an understanding of timing to take the right action at the right moment to gain stakeholder support

    **note: internal stakeholders can include decision makers, those who allocate resources and/or superiors

Focuses on Service

Maintains a focus on service (internal and external) including:

- Solicits information and feedback from clients and uses it to continually improve service
- Ensures decisions and changes align with our core business and serve the client
- Models a personal commitment to making a difference for clients
- Empowers employees to be accountable by removing barriers to service
- Recognizes and rewards employees for finding ways to improve service

Builds Partnerships

Pulls people together to accomplish goals that could not be reached individually, including:

- Uses formal and informal networks to identify opportunities for collaboration
- Invites participation from diverse groups with common interests
- Balances consensus building skills with negotiation and influencing skills to achieve outcomes
- Empowers team members to take joint ownership of outcomes

Develops Others

Develops organizational talent by engaging others in learning and growth opportunities, including:

- Uses a variety of formal and informal learning opportunities to get the most out of training and development budgets.
- Assigns challenging work that engages employees and prepares them for future success in the organization
- Supports others' learning by setting clear goals, securing required resources and providing mentoring and coaching
- Assigns high performers to mentor, coach and teach others

Demonstrates Courage

Demonstrates courage by being a champion for organizational change, including:

- Holds others accountable to CRD values and business goals
- Challenges established processes and thought patterns that no longer serve the organization
- Supports decisions and changes that are in the best interest of the CRD, even when unpopular with some areas/individuals
- Remains open to critical feedback and constructive dissent

CRD

Leadership **Competencies**

Creates a Common Vision for Change
Generates enthusiasm for change by creating a compelling vision for the future, including:
- Involves others in creating a shared vision that achieves common goals
- Inspires others with passion for and commitment to the change
- Balances a sense of urgency for change with realistic, attainable outcomes
- Communicates openly about the future explaining the reasons for and impact of decisions and changes made

Models Integrity
Inspires trust by maintaining high personal standards that align with the values and philosophy of the CRD, including:
- Follows through on commitments and communicates progress
- Invites input and displays a genuine interest in the ideas and concerns of others
- Cultivates an open, respectful and transparent work environment
- Demonstrates humility by admitting errors and learning from mistakes

Develops Self
Continually strives for leadership excellence through ongoing personal and professional development, including:
- Stays current in own field as the industry or profession advances
- Develops new skills and knowledge needed to lead the CRD into the future
- Invites and acts on feedback from others by being approachable and non-defensive
- Seeks out learning opportunities from own or group failures and shares the learning with others