



Developing Leadership Competencies

11. ETHICS AND VALUES

Competency Descriptors by Level

Supervisor

- Reinforce standards and ethics with subordinates
- Deal fairly and equitably with subordinates
- Ensure that obligation to or preferential treatment of outside organizations, groups or individuals is avoided in any official matter
- Maintain consistent performance standards

Middle Manager

- Ensure that projects are consistent with organizational and public service values
- Use sound ethical practices in carrying out operational duties
- Ensure equity in staffing actions and developmental opportunities
- Maintain objective, fair and impartial human resources practices



Suggested Readings

- *Core Values in the Public Service*, Institute of Public Administration of Canada (1993)
- *The Ethics Era in Canadian Public Administration*, Kenneth Kernaghan (1996) available from CCMD
- *The Ethical Type Indicator*, Louie V. Larimer
- *Ethical Dimensions of Leadership*, Kanungo and Mendonca (Sage, 1996)
- *Ethical Dimensions of Leadership*, Rabindra N. Kanungo and Manuel Mendonca (Sage, 1996) available from the PSC Library
- *Business Ethics: Case Studies and Selected Readings*, Marianne Jennings (Thompson, 1998)
- *The Ethical Compass*, Citizenship and Immigration (December 1998)