



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

Director

- Be a role model embodying the values and ethics of the organization for the sector
- Foster a climate of trust and respect for others principles
- Make explicit efforts to incorporate employment equity practices into the sector's Human Resource Management plans
- Apply sound business and management ethics when pursuing the sector's goals

Director General

- Build the values of the organization into programs, services and policies
- Reflect on and enable organizational values within the directorate
- Do (and be perceived to do) the right things



On-the-Job Actions to Develop in Ethics and Values

- Write down what you want your ethics to be on the left-hand side of