

Middle Manager Excellence Five Roles (Key Responsibilities)

Manager/Director

(MCP06 – 09)

Competency Profile

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Saskatchewan 

Middle Manager Excellence

This competency profile is based on the five recommended roles (key responsibilities) from the Middle Manager Excellence Project. This includes Managers and Directors in MCP06 – 09 positions with direct supervisory responsibility.

Five (5) best practice roles identified for excellence in the role of the manager:

1. Lead Strategy Implementation
2. Enable Individual Work Performance
3. Manage Teams and Relationships
4. Facilitate Collaboration
5. Manage Information and Administration

Primary Responsibilities

1. ***Lead Strategy Implementation**
Determine for employees how their work aligns and contributes to overall ministry strategy. It involves the translation of that strategy into meaningful direction for employees. Ensuring that executive leadership is aware of operational trends and risks that should be considered as part of the strategy.
2. **Enable Individual Work Performance**
The ability to accomplish goals through the work of others. It involves determining what work should and should not be completed as aligned with branch plans, clarifying roles and responsibilities, and ensuring adequate resources are available for employees to be successful.
3. ***Manage Teams and Relationships**
The ability to build successful relationships. It involves creating synergistic and positive team environments, demonstration of authentic care and concern for employees and their interests, creating an environment of equity, and demonstrating trustworthiness and understanding.
4. **Facilitate Collaboration**
The ability to create and maintain relationships with individuals outside a direct work unit. This may include networking with other pertinent areas and individuals, and gathering information from other areas to make connections between various programs and initiatives to achieve success.
5. **Manage Information and Administration**
Managerial information and administrative work may include budgetary responsibilities, reviewing and writing reports/letters/briefs, financial and/or statistical reporting, scheduling employees and approving timecards, etc.

*The ability to lead strategy implementation and manage teams and relationships should be given particular attention during the assessment process, as these are key contributors of success.

Leadership and Management Competencies

Personal Leadership

- Models integrity and inclusiveness by being open, acting with empathy, sharing resources/ knowledge across teams and being respectful of all skills and viewpoints.
- Balances management and leadership skills and styles during difficult situations, in a changing environment.
- Listens and influences others to generate enthusiasm and commitment to the organization's direction.

Accountability

- Strives for excellence in personal performance and coaches others to perform at their best.
- Holds colleagues and team members accountable for their behaviours.
- Recognizes and celebrates successful individual and team outcomes.

Building Organizational Community

- Acts to promote a diverse, friendly, and respectful environment conducive to employees' sense of belonging; and uses strategies to promote team morale and productivity.
- Models behaviours that maximize group participation by consulting, listening and communicating clearly. Builds team cohesiveness.
- Ensures cross-team collaboration for organizational effectiveness.
- Communicates team objectives and accomplishments both inside and outside the team.
- Builds rapport and ensures others are informed.

Communication

- Seeks input and sees things from others' perspectives.
- Customizes and adapts communication and discussion to appeal to the specific interest, need and level of the audience.
- Uses open-ended questions, active listening and dialogue to encourage others to provide information about underlying needs or issues.
- Builds commitment through collaboration, consultation and consideration of citizen and stakeholder impact.

Innovation

- Seeks opportunities for innovation and continuous improvement, actively involving colleagues, citizens, and stakeholders.
- Able to communicate the vision for a change or innovation to those affected.
- Bridges organizational change by ensuring new structures, processes, technologies, mindsets, behaviours and relationships are well understood.

Strategic Orientation

- Solicits input and helps others understand how their work goals and activities relate to the organization's vision, mission and strategic direction.
- Provides input to help formulate corporate priorities and commits to achieving success at the team and the ministry level.
- Develops and implements strategies to reach branch/program/ministry goals to advance organizational priorities.

- Prioritizes work in alignment with organization and ministry's goals and priorities.

Performance Management

- Can clearly articulate goals (organizational, team and individual) and what is required to achieve them.
- Works with people to set challenging and achievable goals with clear accountability for results.
- Coaches and motivates employees to strive to be the best and achieve quality results.
- Reviews performance against clear standards or expectations.
- Addresses performance in a timely way and acts to improve performance.
- Recognizes and rewards successful performance.

Planning and Risk Management

- Considers citizens and stakeholders when formulating plans for policies and service delivery.
- Considers risks when developing plans.
- Provides structure, expectations and guidelines for achieving work plans.
- Assumes responsibility for work plans and projects and delegates tasks where appropriate.
- Identifies resources required to achieve personal/ team/ branch work plans and projects.

Process Management

- Manages team, project or branch level budgets on a daily basis.
- Able to readily interpret and apply human resources policies, practices and agreements.
- Manages within safety and working guidelines established for employee health and well-being.
- Ensures policies and processes are up-to-date and most efficient.

Note: *Given this profile ranges from MCP06 – MCP09 leadership roles, the above Management and Leadership competencies should be assessed at the level appropriate for the role.*