Uphold integrity and respect

Government of Canada Executive (EX) Group selection processes, assessed on the six Key Leadership Competencies

7 Director behaviours · 4 ineffective

Leaders exemplify ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth.

Effective behaviours: Director

Values and provides authentic, evidence-based advice in the interest of Canadians

TBS examples of behaviours, line 159

Holds self and the organization to the highest ethical and professional standards

TBS examples of behaviours, line 160

Models commitment to citizen-focused service and the public interest

TBS examples of behaviours, line 161

Creates opportunities that encourage bilingualism and diversity

TBS examples of behaviours, line 162

Implements practices to advance an inclusive, healthy organization, respectful of the diversity of people and their skills and free from harassment and discrimination

TBS examples of behaviours, line 163

Exemplifies impartial and non-partisan decision-making

TBS examples of behaviours, line 164

Engages in self-reflection and acts upon insights

TBS examples of behaviours, line 165

A worked example: Advice that was not welcome

What it shows: It shows authentic, evidence-based advice in the interest of Canadians and impartial decision-making.

How a board reads it

Look for a moment where something was at stake: advice that was hard to give, a value tested, a situation of wrongdoing addressed. Say what you did and why, plainly.

Ineffective behaviours, for all roles

- Places personal goals ahead of Government of Canada objectives
- Shows favouritism or bias
- Does not take action to address situations of wrongdoing
- Mistreats others and takes advantage of the authority vested in the position

ExamDragon, examdragon.com/gc-ex. ExamDragon is independent preparation. The names and documents of the Treasury Board of Canada Secretariat, the Public Service Commission of Canada, the Canada School of Public Service and the Government of Canada are used only to describe executive selection, and every official text quoted here is linked to its source.