



# Leadership Competency Framework

## Paramedic Chiefs of Canada

Version 1.0



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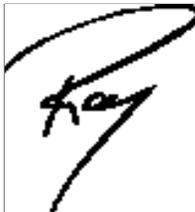
# President's Message

As President of the Paramedic Chiefs of Canada (PCC) it is my pleasure to announce that the PCC Leadership Competency Framework is now complete. This project is a key component of our strategic plan, and is a result of the dedication of the volunteers who participate on Leadership Development Committee, chaired by Nick Thain of Alberta Health Services.

The PCC's partnership with the National EMS Management Association (NEMSMA) has been crucial to the success of this committee – the connection and collaboration with NEMSMA has been invaluable in the development of the Leadership Competency Framework. A great deal of research, consultation, and communication with Paramedic Leaders across the globe was necessary to develop this framework.

In order for Paramedics to grow as a profession, a clear set of competencies is required. The PCC Leadership Competency Framework is an important document that lays the foundation for clear and consistent leadership expectations and goals across the country. We now have a common leadership language that can be used to evaluate our own practice and those of our organizations, as well as develop goals for the future. As this process evolves, the PCC is seeking to deliver innovation in Paramedic Leadership research to create value for our stakeholders – you, the PCC membership.

I applaud the efforts of the Leadership Development Committee; Nick Thain, Charlene Vacon, Christina Heinrich, Tim Hillier, Pascal Rodier, and Pat Weigel.

A square box containing a handwritten signature in black ink. The signature appears to be 'Randy Mellow'.

Randy Mellow, President  
Paramedic Chiefs of Canada



# Introduction

As a paramedic leader, you are contributing to one of the most exciting and challenging periods in the history of Canada's paramedical profession. The goals being set and achieved in Canada have put our paramedic systems on a world stage as centres of excellence. At the same time, effective leadership has emerged as one of the critical foundations needed to sustain and enhance system-wide improvement.

In 2014 the Paramedic Chiefs of Canada (PCC) Leadership Development committee was tasked to provide value to the membership by supporting and encouraging the development of tools, processes, forums, research, and partnerships to enhance the development of paramedic leadership in Canada. In line with the PCC's Strategic Plan, the Committee has developed a cornerstone Paramedic Leadership Development Competency Framework.

Across Canada it was identified that there was a lack of:

- ▶ Standardized national levels of paramedic leadership;
- ▶ Defined expectations for paramedic leaders;
- ▶ Standardized paramedic leadership training;
- ▶ Opportunities for paramedic leaders to prepare for success.

This Framework is required as the world is changing in ways that affect Canada and therefore Canada's Paramedic Services. The Paramedic Leaders of tomorrow must be able to lead people whose learning and formative experiences are different from those of the past. They must be able to lead a more diverse workforce, providing varied service delivery models, in new ways. These realities shape what is required for our profession's leadership and our expectations of leaders. Future Paramedic Leaders will be able to carry out their duties and articulate a shared vision all the more convincingly with the relationship between traditional leadership skills and a well-conceived Leadership Framework that is understood and utilised by all.



# How to Use this Document

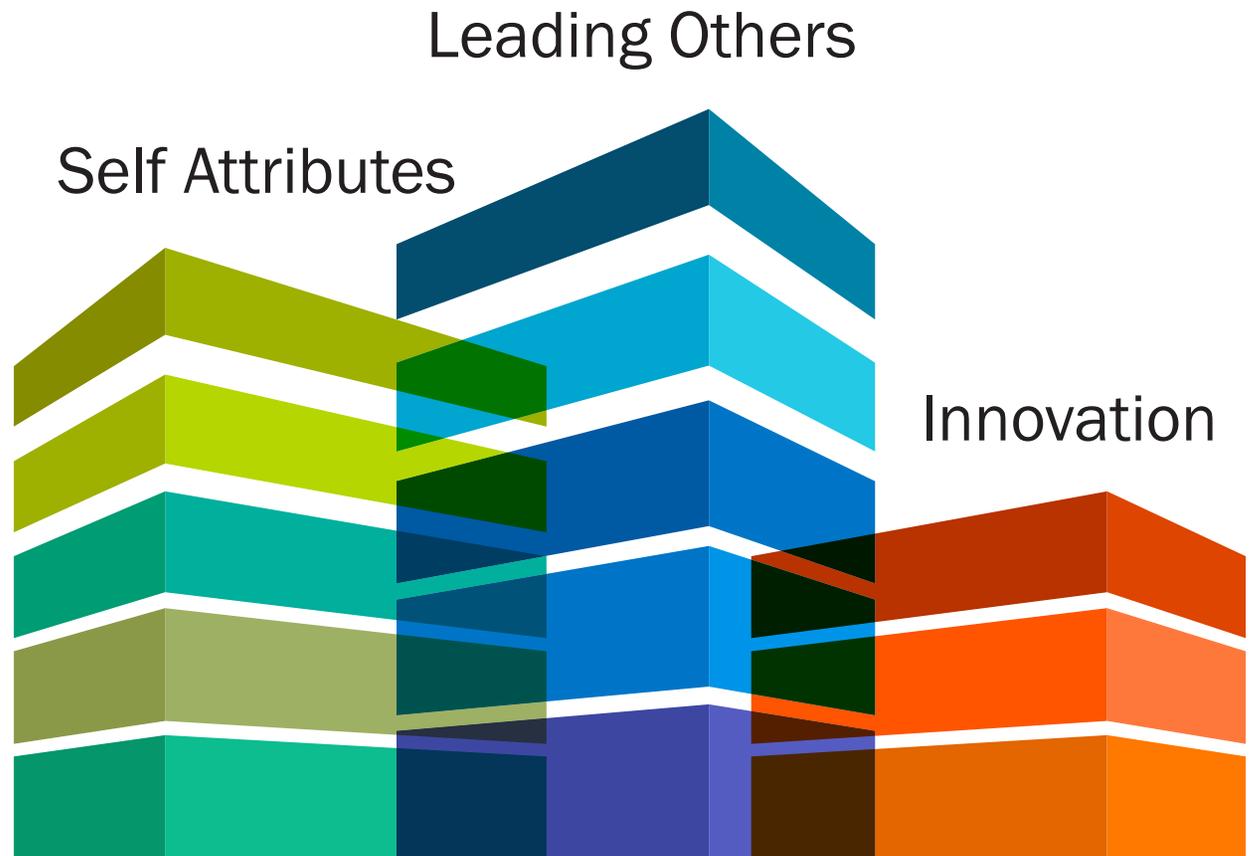
Competencies refer to the application and consistent demonstration of behaviours associated with a set of concepts, knowledge, and skills. Reading this document is not sufficient to make an individual a competent leader, rather the PCC Leadership Competency Framework was designed to form the foundation for a set of leadership tools which will help individuals grow and refine their leadership competence.

This document acts as a high level roadmap for paramedic leaders across Canada to begin to develop common language and understanding of paramedic leadership. Emerging and existing paramedic service leaders can use this document to begin conversations around leadership within their own organizations, as well as with leaders across Canada.

As a next step, the PCC Leadership Development Committee will be working with EMS leaders across the country in the development of a Behavioural Dictionary which will begin to outline the specific behaviours at different leadership levels that indicate competence. This work will in turn support the development of tools for performance evaluation, development planning, succession planning, as well as, formal training opportunities which are all grounded on the concepts and competencies found within this framework. Please consider this Framework as a discussion tool to support the ongoing personal, organizational and profession wide development of paramedic leaders.

For more information please contact [leadership@paramedicchiefs.ca](mailto:leadership@paramedicchiefs.ca)

# Building Blocks of Paramedic Leadership





# Self Attributes

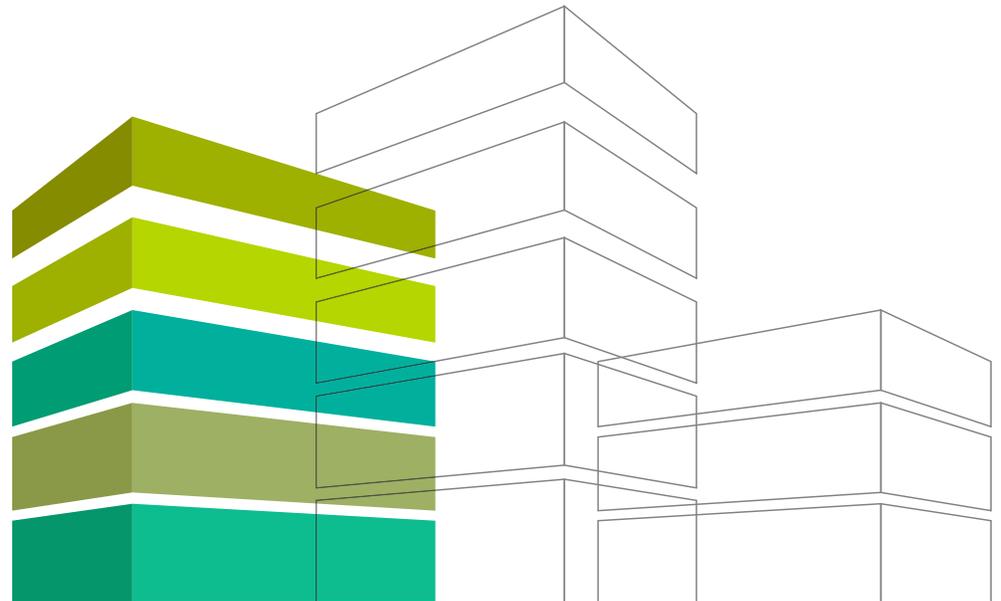
Acting with Integrity

Self Insight

Emotional Self Management

Learning

Work Attitudes



# Acting with Integrity

## Self Attributes

### *Facets*

Accountability

Trustworthiness

Conscientiousness

## Why it is important

Consistent ethical behaviour models the values and expectations for the team and organization. These attributes and behaviours help to ensure that the organization remains focused on patient care and the well-being of team members and the community. Leaders who act with integrity have the moral authority to hold others to high expectations of behaviour and performance.

## How do I demonstrate this competency?

- Do I take personal responsibility for my own actions and those of my team?
- Do I foster an environment of transparency which reinforces ethical behaviour?
- Do I meet my commitments and expect the same of others?
- Do I consistently present myself with professionalism?
- Am I willing to take principled stands when my ethics are challenged?

## What it isn't

- Cronyism
- Encouraging "us" vs. "them"
- Failing to deliver the tough messages
- Covering mistakes and breaches of responsibility
- Passing responsibility for failures and unpopular decisions onto others



# Self Insight

## Self Attributes

### *Facets*

Self Awareness

Humility

Open-Mindedness

Self Confidence

### Why it is important

A confident and self aware workforce is better able to collaborate and maximize strengths to ensure peak job performance. Leaders are able to make decisions and trust others to make decisions aligned with the organizational goals. A non-judgemental work environment fosters a culture of learning and improvement.

### How do I demonstrate this competency?

Am I confident and assured of my abilities?

Do I understand my strengths and weaknesses and encourage others to understand theirs?

Am I able to make decisions within my span of control?

Do I communicate with humility?

Do I approach issues with an open mind?

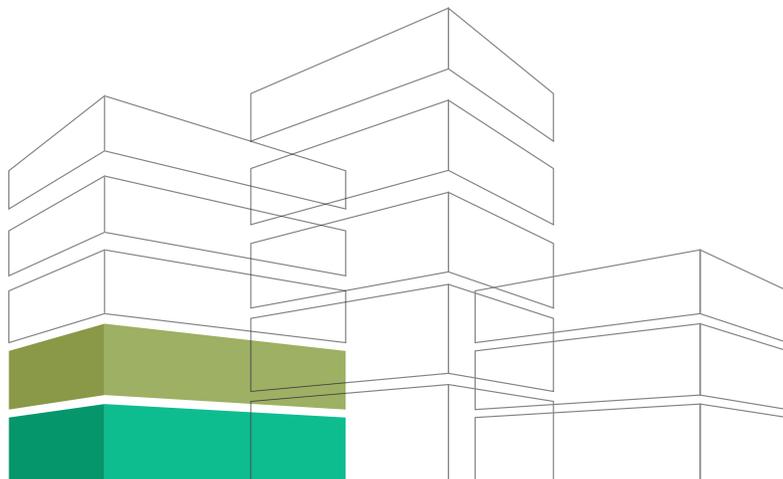
### What it isn't

Lacking confidence in decision making

Inability to reinforce or correct other's behaviour

Encouraging arrogance which interferes with organizational goals

Exclusively seeking out projects which work with your strengths



# Emotional Self Management

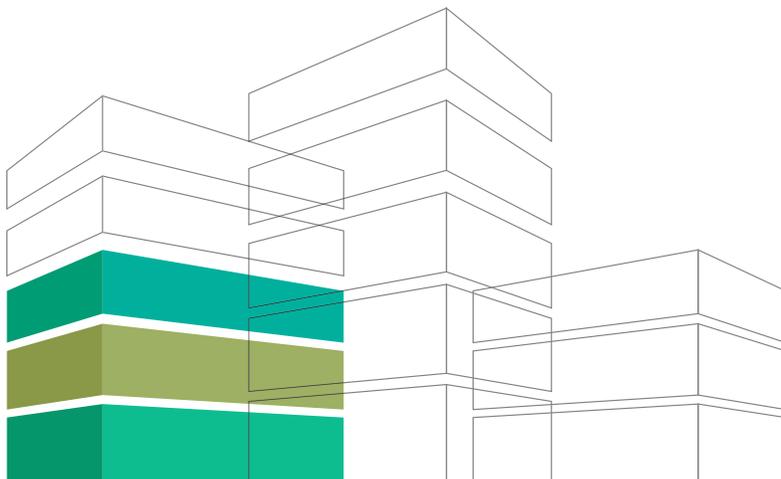
## Self Attributes

### *Facets*

Self Control

Resilience

Work/Life Balance



## Why it is important

Emotional self management skills are vital for personal well-being, as well encouraging the well-being of colleagues and team members through empathy and education. Building and displaying resiliency and adaptability allows leaders to adjust to changing environments and patient and staff needs.

## How do I demonstrate this competency?

- Do I maintain an even-handed and thoughtful demeanour in the face of stressors?
- Am I aware of the key stressors affecting myself, my team and my organization?
- Do I understand the ways to support myself and others to maintain high performance?
- Do I model and encourage work/life balance?
- Do I acknowledge and respect individual variation in stress tolerance?

## What it isn't

- Believing everyone should deal with stress in the same way
- Micromanagement
- Discounting staff needs, issues and concerns
- Emotional decision making
- Sustained negative reactions to stressors leading to decreased performance

# Learning

## Self Attributes

### *Facets*

Experiential Development  
Focus

Continuous Learning  
Seeking Feedback



### Why it is important

Applying processes and reinforcement for research and education promotes ongoing improvement and performance. Seeking out and applying personal feedback facilitates growth and organizational development.

### How do I demonstrate this competency?

Am I consistently expanding my own knowledge base?

Am I able to draw upon my own experience and learning to customize theories and apply them in my workplace?

Do I foster an environment of continuous learning through formal and on-the-job learning?

Do I actively seek out both positive and constructive feedback and apply this to my job performance?

Do I look for opportunities to improve myself, my team and my organization?

### What it isn't

Only focusing on meeting minimum educational requirements

Avoiding providing and receiving feedback

Relying exclusively on informal learning

Focusing on learning to the exclusion of evaluation or implementation of ideas

Prioritizing learning above completion of tasks

# Work Attitudes

## Self Attributes

### *Facets*

Initiative

Persistence

Optimism

Achievement Orientation



### Why it is important

Modeling productive and positive work attitudes is a powerful signal to colleagues and team members around expectations and organizational culture. Focusing on opportunities, effort, and task completion increases quality outcomes and supports productivity for the individual, team, and organization.

### How do I demonstrate this competency?

Am I self motivated?

Do I model a positive attitude, while critically evaluating opportunities?

Do I consistently exert reasonable maximum effort in all my work?

Am I able to overcome roadblocks to complete important tasks?

Do I maintain a focus on excellence and organizational goals in all my work?

Do I have the courage to challenge issues outside of my scope, when I see a pressing issue or need?

### What it isn't

Unfounded pessimism and negativity

Waiting for opportunities rather than seeking them out

Ignoring negative outcomes and unrealistic optimism

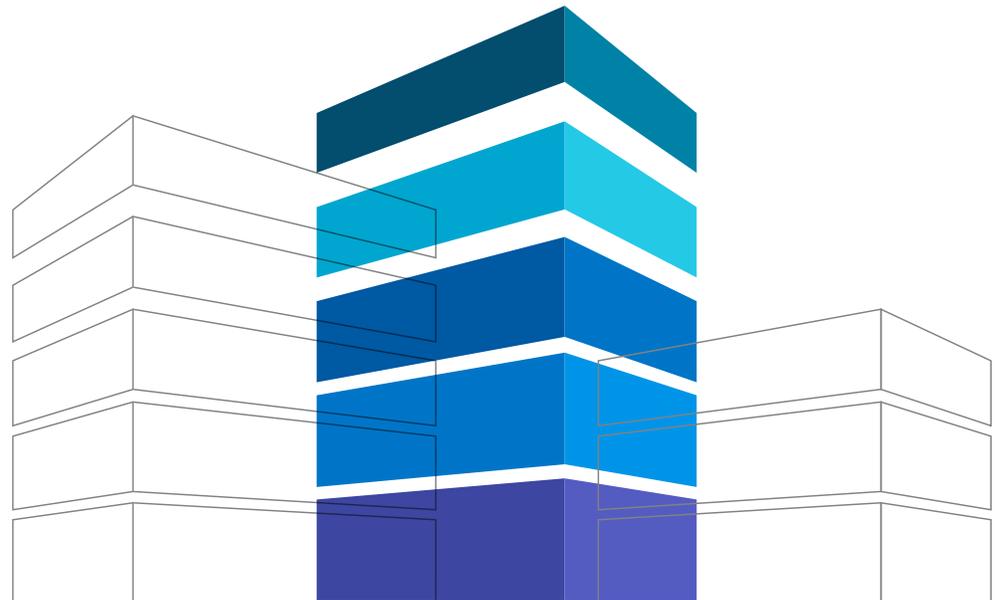
Overly persistent demands on own and other's time

Overstepping role to complete projects

Taking on only projects which are "easy"

# Leading Others

Engagement  
Interpersonal Awareness  
Inspiring Others  
Developing Others  
Influencing



# Engagement

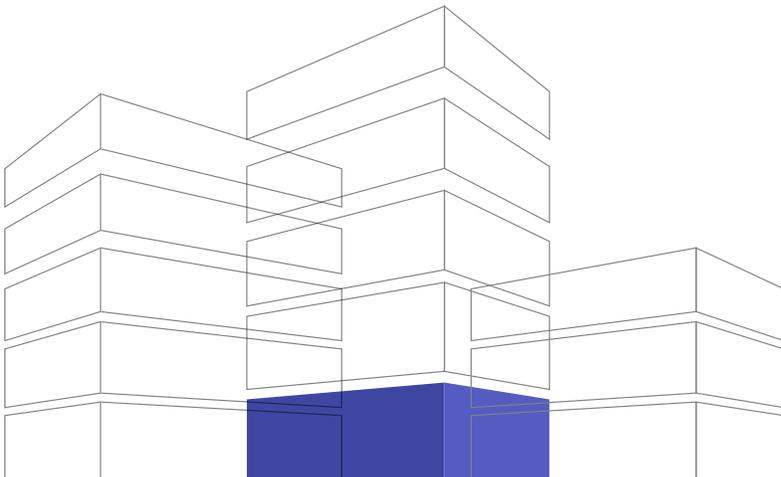
## Leading Others

### *Facets*

Communicating

Engaging Stakeholders

Building Relationships



### Why it is important

Clear and concise messaging enables alignment with organizational goals. The ability to tailor communication to the needs of stakeholders increases the impact and uptake of your messages. Ensuring that stakeholders and networks are involved in project development supports the delivery of high quality service.

### How do I demonstrate this competency?

- Am I adept at a variety of verbal and non-verbal communication methods?
- Do I demonstrate active listening?
- Do I actively seek stakeholder input and facilitate their involvement in decision making and planning?
- Do I seek out and build networks internal and external to my organization?
- Am I able to build mutually beneficial relationships and rapport?
- Do I consider impacts on the broader community when making decisions?

### What it isn't

- Being rigid in your communication style and approach
- Failing to engage with other people internal and external to your team
- Avoiding difficult messages
- Discounting the views and input of others
- Building plans without consulting others

# Interpersonal Awareness

## Leading Others

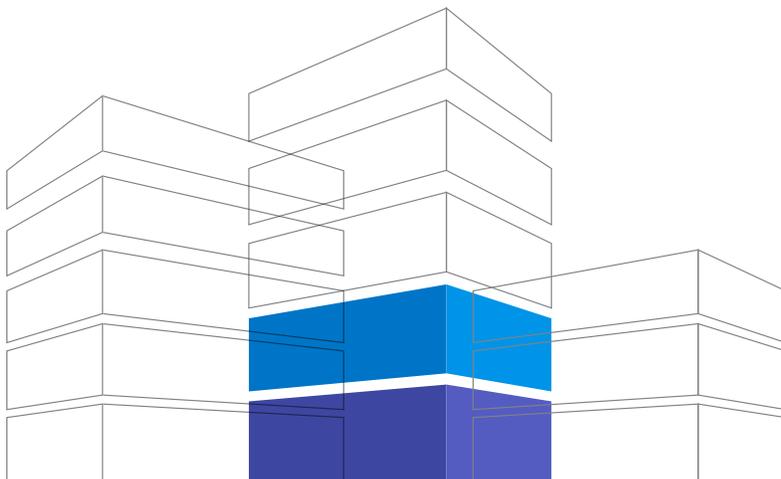
### *Facets*

Empathy

Service Orientation

Organizational Cultural Awareness

Leveraging Diversity



## Why it is important

Leaders who are able to understand their own and others emotions are better able to treat team members as individuals and help them focus on providing service. Building informal relationships and understanding potentially complicated relationships or situations allows you to diffuse and avoid potential pitfalls.

## How do I demonstrate this competency?

Can I sense my own and other's feelings and experiences and take appropriate interest to support them?

Do I anticipate stakeholder and team needs to improve quality?

Do I accurately read situations and understand organizational dynamics?

Am I sensitive to different worldviews and experiences and use them as an opportunity to provide high quality service?

Do I empathize to understand others in a non-judgemental fashion?

## What it isn't

Becoming over involved in issues in the personal lives of staff and feeling compelled to remedy them

Providing services and supplies that you believe would help without involving clients

Ignoring emotional undercurrents

Focusing exclusively on the needs and concerns of your own area

Being reactionary or quick to judge others

# Inspiring Others

## Leading Others

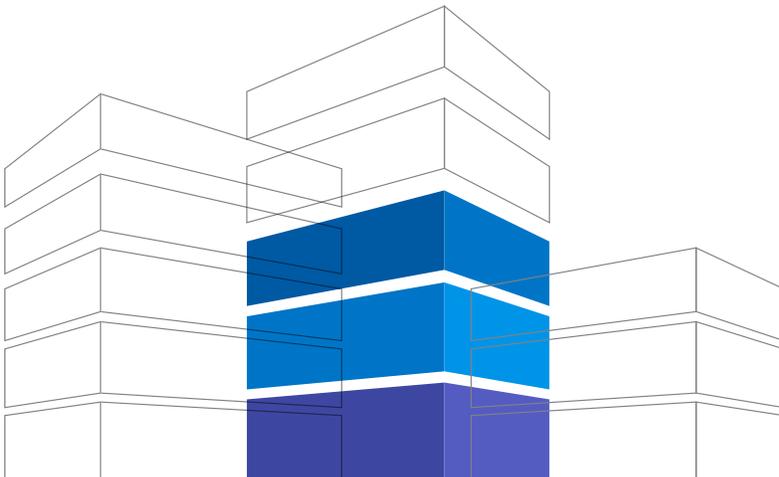
### *Facets*

Finding Your Voice

Shared Vision

Setting Goals for Others

Developing and Building  
Teams



### Why it is important

A cohesive team, motivated and aligned to achievable goals is better able to support one another and produce results. By recognizing successes as they arise, leaders reinforce desirable and productive team and individual behaviours.

### How do I demonstrate this competency?

- Do I understand my role as a leader and act within my scope?
- Do I adhere to and model the organization's mission and vision?
- Do I build a compelling strategy for my team, which aligns our roles and actions with the organizational vision?
- Am I able to develop and communicate clear goals for my team?
- Do I recognize progression towards individual and organizational goals?
- Do I support and enable collaboration?

### What it isn't

- Micro-managing/ "shadowing" staff
- Assigning tasks without explanation of their relationship to organizational goals
- Setting stretch goals that are unattainable
- Concentrating on the next goal and not celebrating success
- Encouraging silos

# Developing Others

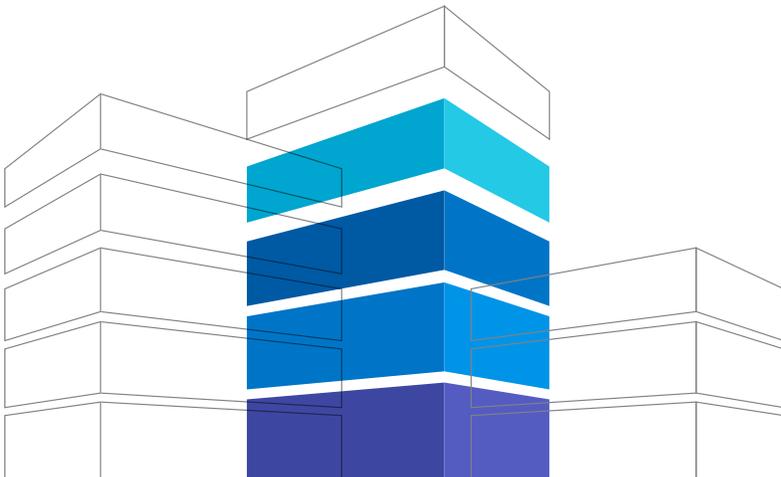
## Leading Others

### *Facets*

Supporting Meaningful  
Feedback

Coaching and Mentoring

Recognizing and Utilizing  
Strengths



### Why it is important

Developing others sets up the organization for long term success and succession planning. A focus on relevant and supportive data, as well as key personal and organizational performance metrics helps align the organization to the behaviours and objectives that promote success.

### How do I demonstrate this competency?

- Do I fairly and objectively evaluate team members based on job performance?
- Am I able to identify individual strengths and develop strategies to support them?
- Do I recognize and use the individual strengths of my team to meet goals?
- Do I take the time to educate others when learning situations arise?

### What it isn't

- Allowing personal feelings to influence performance assessments
- Failing to delegate to capable staff and focusing only on the 'best' people
- Ignoring the development of employees to focus exclusively on goal attainment

# Influencing Leading Others

## *Facets*

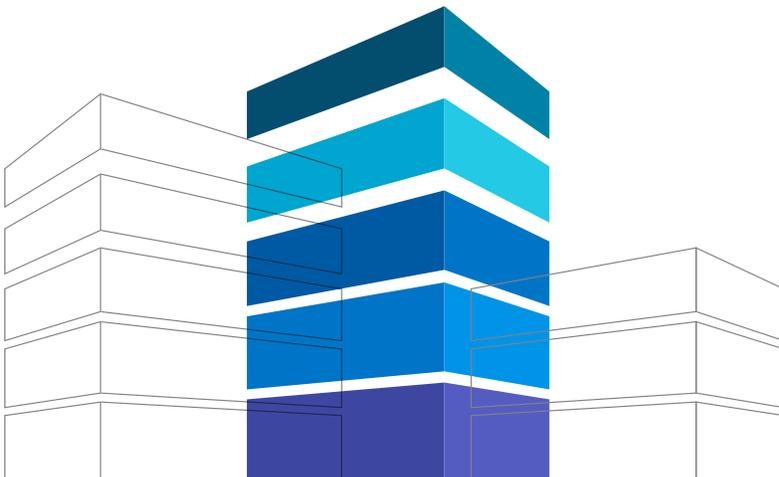
Collaborating

Persuading

Resolving Conflicts

Empowering

Political Acumen



## Why it is important

Understanding political dynamics which influence decision making aids strategy development, success of organizational goals, and procurement of resources. By developing an awareness of other's needs and concerns allows for the implementation of key priorities.

## How do I demonstrate this competency?

Am I able to work with others to progress organizational goals?

Do I encourage respectful debate and sharing of opinions?

Do I use a fair and balanced approach to address conflict?

Do I build an environment that encourages and implements input and ideas from others?

Do I understand the key power relationships which influence my role?

## What it isn't

Avoiding meetings

Only using one style or method to influence

Disregarding other's version of events during conflict

Dismissing the opinions and views of others

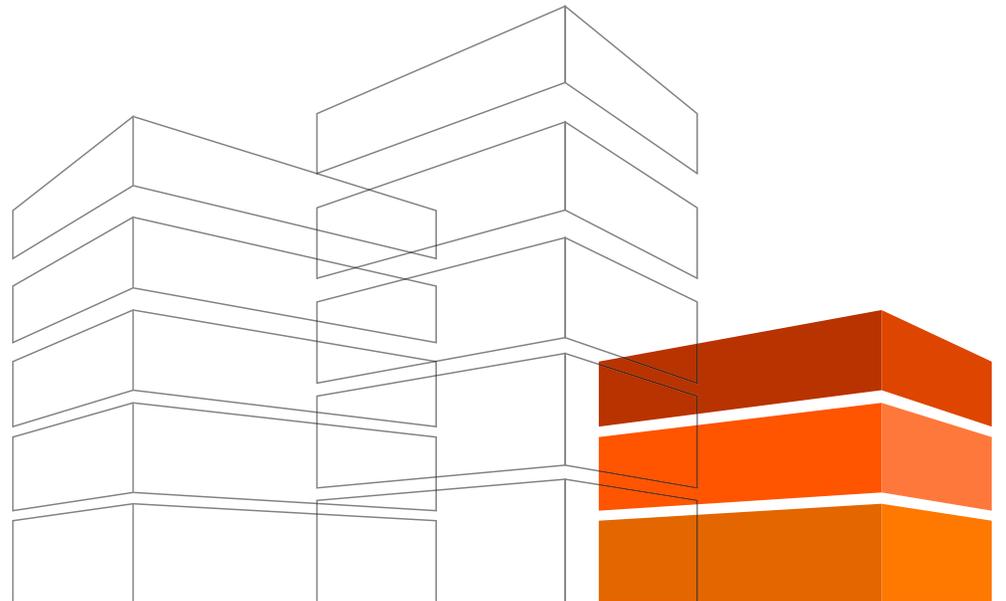
Speaking to the vision but not acting consistently

Thinking politics is a bad word



# Innovation

Solving Problems  
Enhancing Performance  
Managing Change



# Solving Problems

## Innovation

### *Facets*

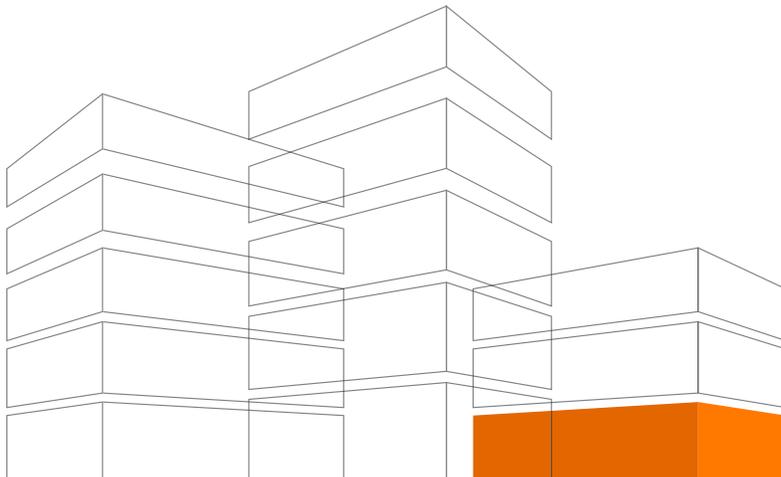
Decision Making

Research and  
Evidence-Based Thinking

Systems Focus

Critical Thinking

Creativity and Curiosity



### Why it is important

The ability to anticipate and attend to issues as they arise, and then use a variety of sources to understand the root causes of these issues helps to support the generation of better, more creative solutions. Examining issues and processes from start to end helps to facilitate stakeholder relationships and greater understanding.

### How do I demonstrate this competency?

- Do I seek out patterns and look for root causes to issues as they arise?
- Do I make informed, coherent decisions considering creative options?
- Do I attempt to understand root causes of issues using best-practice?
- Am I able to consider external situations and their effect on my organization?
- Do I consider ideas from disparate sources?
- Do I understand the key metrics and data that inform my area and their relevance?

### What it isn't

- Presenting excess or irrelevant data that confuses stakeholders
- Focusing on only your own experiences
- Over-analyzing issues and inflating scope, leading to fatigue
- Repeatedly changing processes while not addressing root causes
- Not considering effects on all stakeholders when solving problems

# Enhancing Performance

## Innovation

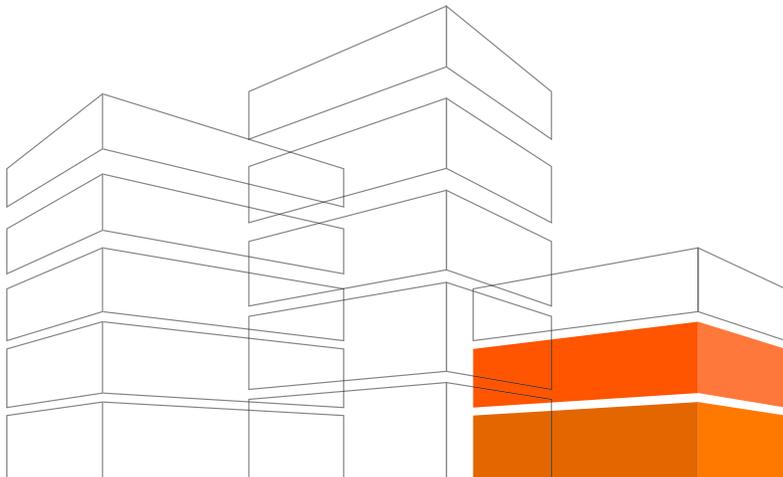
### *Facets*

Maintaining Quality

Addressing Barriers to Performance

Strategic Thinking

Developing a Culture of Safety



## Why it is important

Evaluation of initiatives, practices, and projects against a variety of quality and safety metrics supports the delivery of high quality service and ongoing process improvement. Consistently taking a long term strategic view and anticipating barriers supports organizational success into the future.

## How do I demonstrate this competency?

Do I build metrics and evaluation into all initiatives?

Am I able to anticipate roadblocks and develop solutions to help my team overcome them?

Do I take a long-term view, looking for opportunities and investing today to achieve better outcomes in the future?

Do I actively promote safety through disclosure, reporting, and ownership?

## What it isn't

Looking for only easy or obvious fixes

Being insular

Creating specific policies to deal with and address each individual concern

Making erratic demands based on the “flavour of the month”

Leaving staff to fend for themselves when encountering problems

# Managing Change Innovation

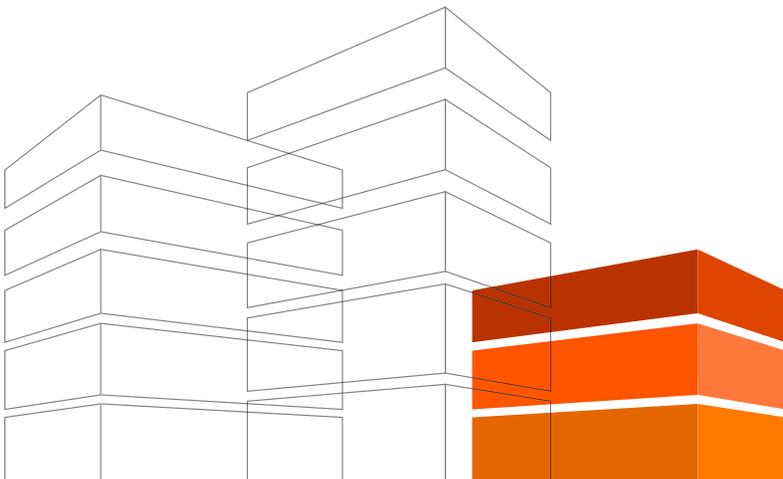
## *Facets*

Adaptability

Intelligent Risk-Taking

Change Catalyst

Reinforcing Change



## Why it is important

Leaders who are able to adjust to and advocate for well informed change allow their teams to better address community, patient and organizational needs. Evaluating risk in advance and then reinforcing and evaluating change initiatives post implementation allows for both personal and organizational improvement.

## How do I demonstrate this competency?

- Can I adjust and adapt to new challenges and varying viewpoints?
- Am I able to take calculated and well informed risks to improve service delivery?
- Do I encourage and reward intelligent and thoughtful risk taking by others?
- Do I advocate for change and model expected behaviours?
- Do I encourage the use of stories to reinforce the need for change and as examples of successful change?

## What it isn't

- Unwillingness to change
- Rigidly maintaining existing practices and processes
- Rushing through change activities without considering the impact on people
- Moving so quickly between changes there is no time for evaluating the outcomes or reinforcing the change
- Becoming myopic

# Acknowledgements

## **Paramedic Chiefs of Canada Leadership Development Committee**

Nicholas Thain, Chair  
Executive Director  
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Pascal Rodier, Member  
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Paramedic Chiefs of Canada Board of Directors

### **NEMSMA**

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MedSpan Integrated Health

Brian LaCroix  
President / EMS Chief  
Allina Health EMS

## **References**

Content and format for this framework builds on the work of the following frameworks:

### **NEMSMA Seven Pillars of National EMS Officer Competencies**

<https://www.nemsma.org/index.php/competencies/the-seven-pillars-of-national-ems-officer-competencies>, National EMS Management Association (2014), USA

### **NHS Health Care Leadership Model version 1.0**

[http://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm\\_uploads/2014/10/NHSLeadership-LeadershipModel-colour.pdf](http://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm_uploads/2014/10/NHSLeadership-LeadershipModel-colour.pdf), NHS Leadership Academy (2013), Leeds: NHS Leadership Academy, UK

### **The Emotional Competence Framework**

[http://www.eiconsortium.org/pdf/emotional\\_competence\\_framework.pdf](http://www.eiconsortium.org/pdf/emotional_competence_framework.pdf), The Consortium for Research on Emotional Intelligence in Organizations, USA