



Paramedic Leadership Competency Framework

Paramedic Chiefs of Canada



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For more information please contact leadership@paramedicchiefs.ca



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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 Paramedic Leadership Competency Framework version two is now complete. This document is a key component of our strategic plan and has now been revised integrating a competency dictionary to further clarify and provide guidance to support current and future leaders. This is a result of the dedication of the volunteers who participate on Leadership Development Committee, Chaired by Heather Edward of Frontenac Paramedic Service.

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, Pascal Rodier, Lance Stephenson, Heather Edward, Mike Adair, Tim Hillier and Pat Weigel.

Sincerely,



Randy Mellow, President
Paramedic Chiefs of Canada

Committee Chair Message

Dear Colleagues,

On behalf of the Leadership Development Committee, we would like to say thank you to Nick Thain for his leadership and drive in the development of this document. Due to a new role with Alberta Health Services, Nick was unable to remain the Chair but his leadership, friendship and knowledge was essential in development and addition of the competency dictionary to version 2.0 of the Paramedic Chiefs of Canada Leadership Competency Framework.

It was an honour to be nominated by my fellow Leadership Development Committee to act as the Chair in 2018. Our committee is comprised of Canadian leaders from coast to coast with diverse backgrounds, experiences, education and a variety of roles in emergency services. I am incredibly grateful for the opportunity to be part of the Leadership Development Committee. Thank you to the amazing committee for all of your mentorship, friendship, discussions, thoughts and hard work; you are appreciated!

The Paramedic Chiefs of Canada Paramedic Leadership Competency Framework is an important document that laid the foundation for clear and consistent leadership expectations and goals across the country. The Paramedic Chiefs of Canada Leadership Development Committee has revised the Competency Framework; we have integrated a competency dictionary into the initial framework published in 2016. The dictionary serves to further clarify and provide guidance when utilizing the document to support current and future leaders.

The Paramedic Chiefs of Canada Leadership Development Committee encourage and support agencies and services to utilize The Paramedic Chiefs of Canada Leadership Competency Framework when developing current and future leaders. The concepts and ideas expressed address leadership development in a common language we can all use when evaluating our own leadership practice and mentoring others. The document is to promote self reflection, growth, awareness and start a dialogue amongst leaders across Canada.

A handwritten signature in black ink, reading "Heather Edward". The signature is fluid and cursive, with the first name "Heather" written in a larger, more prominent script than the last name "Edward".

Heather Edward, MA (Leadership)

Preface

The Paramedic Leadership Development Competency Framework is the second edition of the foundational resource that set the course of paramedic leadership in Canada. What you see before you is a fully revised, updated and expanded Framework.

In the three years since we originally released the Framework, leaders and paramedic services in Canada began to adopt the tool in their planned leadership development. We've seen the Framework used to construct leadership training programs helping build the competencies it advocates, to provide a coherent language for workshops on paramedic leadership, and to give context conversations among mentors and their mentees. We've also seen much more interest internationally than we ever anticipated. This version, however, remains true to the context of leadership of Canadian paramedics.

Paramedic leaders that put the Framework to practical use told us that some of the competencies felt repetitive, so we worked to clarify and distinguish among the different attributes in this new version. We also heard that paramedic leaders at every rung of organizational structure were enthusiastically awaiting a tool to tell the difference between someone early in their career as a leader and someone with advanced competency in paramedic leadership. To help with setting expectations for everyone, no matter your rank, in this version we have included for every attribute three levels of understanding: emerging, advancing and mastering. These levels of development are provided for leaders to use in self-reflection, in determining how their leadership development is progressing and in setting future development goals.

Each of the three sections below describes a different pillar of paramedic leadership by deconstructing it into its constituent building blocks, the attributes of leadership, and further into the competencies of leadership. Rather than leaving you with principles to guide you, for the first time, this version of the Framework provides extensive definitions of actions that the leader with these competencies takes and avoids. You will learn the behaviour at the heart of bringing each building block of great leadership to life in yourself, in the people you work alongside and in your organization.

Our hope for this Framework and its behavioural dictionary is that you can use it to help you personally in your leadership journey, whatever stage of that discovery you are in. May it allow you to identify and develop the ways of acting that exemplify the standard of leadership provided here, and slow down the progress of counter-productive behaviour. We hope, too, that this document inspires you to create leadership development programming that teaches people to act like the leaders we need. The road ahead calls for compassionate, supportive leaders who rally people to achieve. For all who aspire to be better leaders in Canadian paramedic services, we offer you this new Paramedic Leadership Development Competency Framework.



Introduction

You are a leader within your organization. That's right! Everyone takes on leadership roles. As examples, leadership roles may take the shape of mentoring a student, supporting a peer, stepping up to help change a process or being a Chief. No matter what role you are in, know you do make a difference, and what's more, you have the ability to lead. You also have the capacity to learn more about how to be a better, more effective leader.

Paramedic leaders of today must be able to lead people whose learning and formative experiences are different from those of even a decade ago. Leaders must now be able to mobilize a more diverse workforce, provide novel and varied service delivery models, and do it all in new ways. These realities shape our expectations of paramedic leaders. As in many industries, effective leadership has emerged as one of the critical foundations needed to sustain and enhance system transformation. A well-conceived paramedic leadership framework, understood and used across Canada, is our profession's foundation for growth, innovation and quality of service.

The *Paramedic Leadership Competency Framework* outlines the attributes and behaviours that help individuals, teams, and organizations effectively translate learning into leading. Each of the three chapters below describes a different pillar of paramedic leadership. We deconstruct the pillars - leading self, leading others, and leading innovation - into their building blocks, the facets of leadership. Facets are the attributes that we can recognize by the behaviours we outline in the "What it is" and "What it isn't" sections.

When contemplating how to use this set of competencies, each organization needs to consider their own specific needs and unique culture. Competencies act as a common starting point in this. Use them as a baseline to assess current leadership in yourself or your organization and to determine where to focus leadership development efforts. Use them also to model behaviour since the Framework may be applied to leading oneself, as well as in team settings.



Introduction (continued)

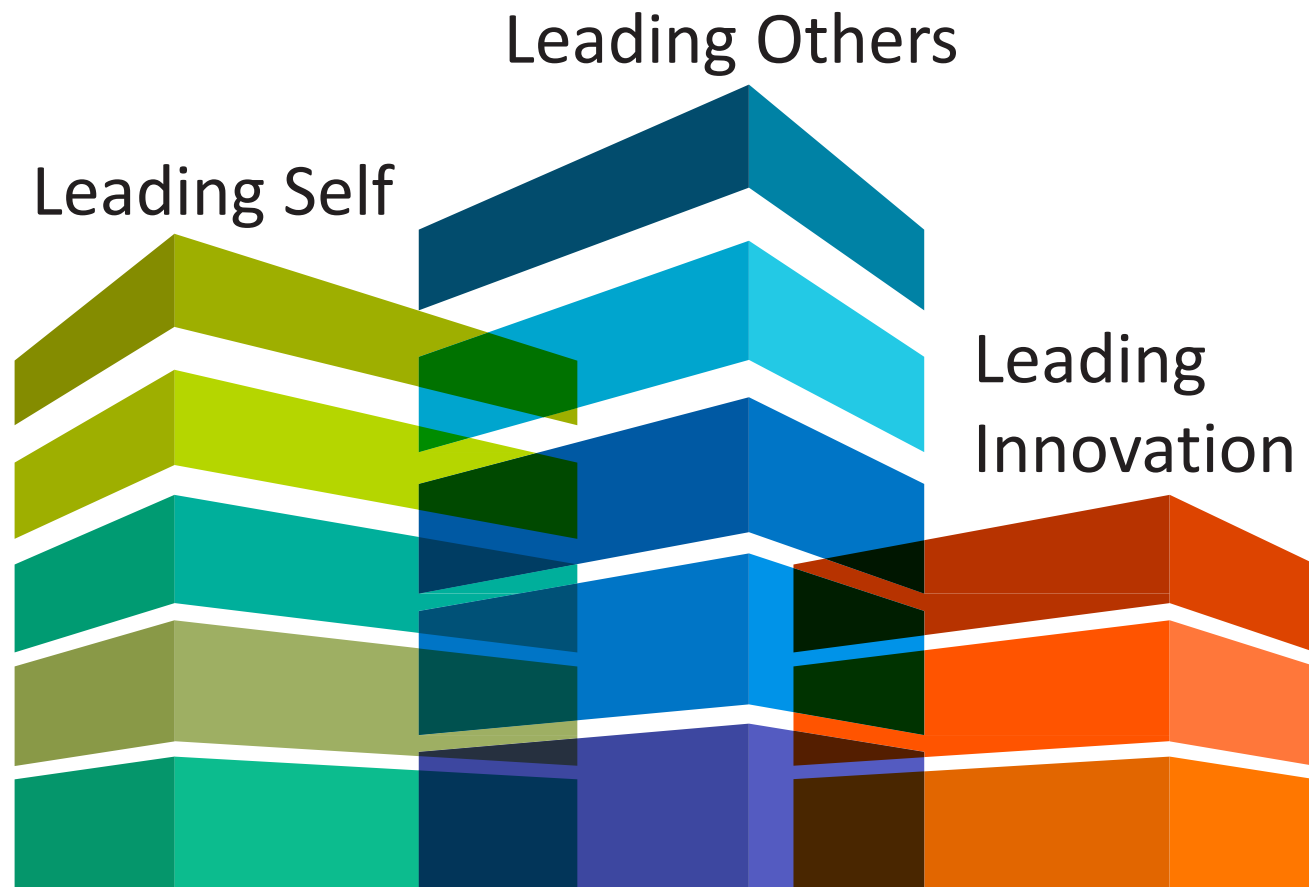
The Framework gives us a common language that we can use as a guide to leadership behaviour. Health care leadership research tells us that competencies are what frame today's best organizations in communicating leadership expectations, in orienting the learning as leaders or organizations, and when designing development programs.

As a current or an up-and-coming paramedic leader, you will find useful guidance here. For those with greater organizational responsibility, you will find the competencies you should expect and encourage in yourself and from your direct reports. Whether you are starting out or far into your career, you will encounter in the pages that follow the must-have competencies for contemporary leadership.

We hope you enjoy your lifelong learning journey as a leader.

Heather Edward, Charlene Vacon, Michael Adair, Pascal Rodier, Lance Stephenson, Tim Hillier, Pat Weigel and Nick Thain.

Building Blocks of Paramedic Leadership



Leading Self

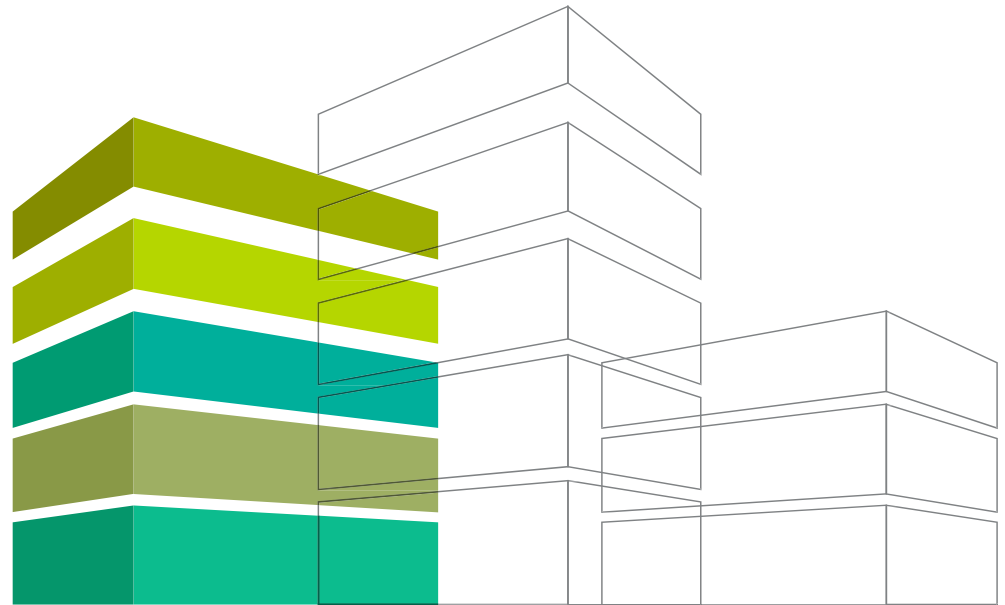
Acting with Integrity

Self Insight

Emotional Self Leadership

Learning

Work Attitudes



Leading Self Acting with Integrity

Facets

Accountability

Trustworthiness

Conscientiousness



Why is it important?

These attributes and behaviours help to ensure 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?

- ✓ I live the organizational values, mission and vision
- ✓ I instill a climate of trust by admitting my own mistakes and by taking responsibility for my actions or inactions
- ✓ I hold myself and others accountable for making principled decisions based on the behaviours illustrated in the framework competencies
- ✓ I choose an ethical course of action for workplace behavior
- ✓ I accept and promote accountability for members of my team
- ✓ I promote a climate of openness honesty and integrity
- ✓ I inspire others through my actions
- ✓ I set a good example by modeling the desired behavior
- ✓ I clearly communicate organization and individual goals and accountabilities
- ✓ I am seen as authentic and trustworthy

Acting with Integrity

Facets

Accountability

Trustworthiness

Conscientiousness

What it isn't

- X Cronyism and/or favouritism
- X Encouraging "us" vs. "them "
- X Failing to deliver the tough messages
- X Covering mistakes and breaches of responsibility
- X Passing responsibility for failures and unpopular decisions onto others
- X Taking credit for work others have done
- X Doing things that are against your personal code of conduct

Levels of Understanding

Emerging (EMG)

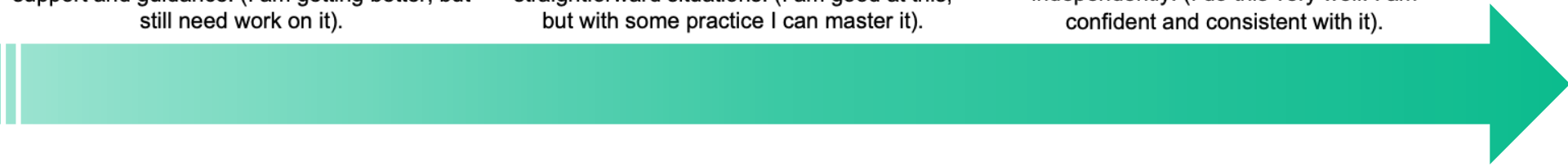
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Advancing (ADV)

Can successfully apply the behavior to increasingly difficult tasks in common to straightforward situations. (I am good at this, but with some practice I can master it).

Mastering (MAS)

Can successfully and consistently apply and demonstrate the behavior to complex tasks in complex environments/situations independently. (I do this very well. I am confident and consistent with it).



Self Insight

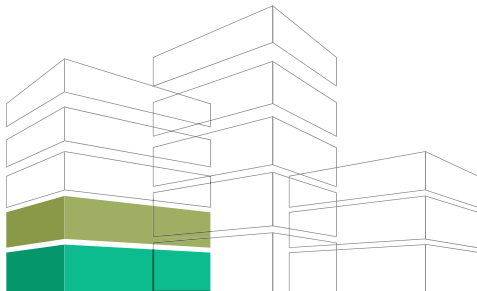
Facets

Self Awareness

Humility

Open-Mindedness

Self Confidence



Why is it important?

A confident and self aware leader is better able to collaborate and maximize contributions. Leaders have the self-confidence to make decisions and to entrust others to make decisions aligned with organizational goals. A leader fosters a non-judgmental and open-minded culture of learning, improvement and engagement.

How do I demonstrate this competency?

- ✓ I connect the importance of my responsibilities to my team and to the vision of my organization
- ✓ I use an ethical, fair and unbiased approach to investigations, complaints, concerns and problems
- ✓ I identify, approach and discuss ethical challenges in a thoughtful and constructive way with all levels of the organization
- ✓ I regularly reflect on own behaviours
- ✓ I identify how emotions guide thinking and actions
- ✓ I engage others
- ✓ I am purposeful about creating time for self-reflection

Self Insight

Facets

Self Awareness

Humility

Open-Mindedness

Self Confidence

What it isn't

- X Lacking confidence
- X Reluctance to reinforce or correct others' behaviour
- X Arrogance or accepting arrogance in others
- X Exclusively seeking out projects which work with your strengths

Levels of Understanding

Emerging (EMG)

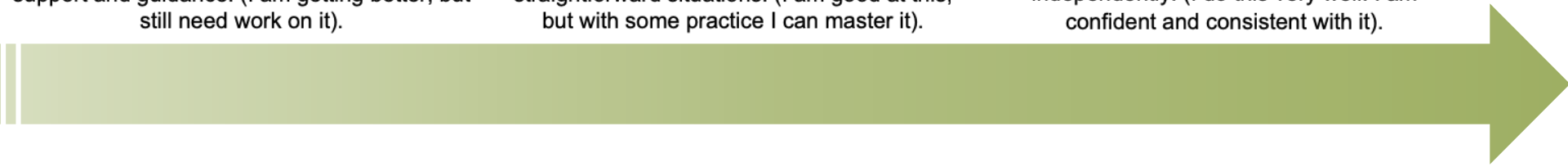
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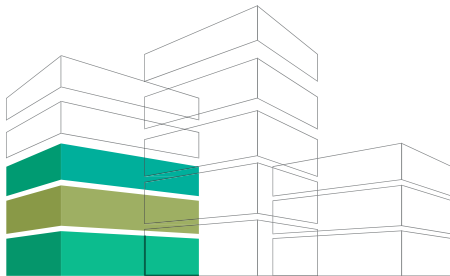
Emotional Self-Leadership

Facets

Self Control

Resilience

Work/Life Balance



Why is it important?

Emotional self management skills are vital for personal well-being. A leader will also encourage the well-being of their senior leaders, colleagues and team members through empathy and education. Building and displaying resiliency and adaptability allows leaders to adjust to changing environments and patient or staff needs.

How do I demonstrate this competency?

- ✓ I create meaningful work and personal habits
- ✓ I prioritize work/life balance and work with the team to do the same
- ✓ I manage time efficiently and effectively
- ✓ I am aware of my emotions and am able to use this information to guide thinking and actions
- ✓ I use personal self-awareness to identify emotions of others and assist during adverse situations
- ✓ I present a competent and professional image to colleagues, public and system partners
- ✓ I am conscious that my personal life can influence my interactions with others
- ✓ I remain engaged and present in the moment when interacting with others

Emotional Self-Leadership

Facets

Self Control

Resilience

Work/Life Balance

What it isn't

- X Believing everyone should deal with stressors in the same way
- X Micromanagement
- X Discounting staff needs, issues and concerns
- X Emotional decision making
- X Sustained negative reactions to stressors
- X Allowing self biases to influence our leadership

Levels of Understanding

Emerging (EMG)

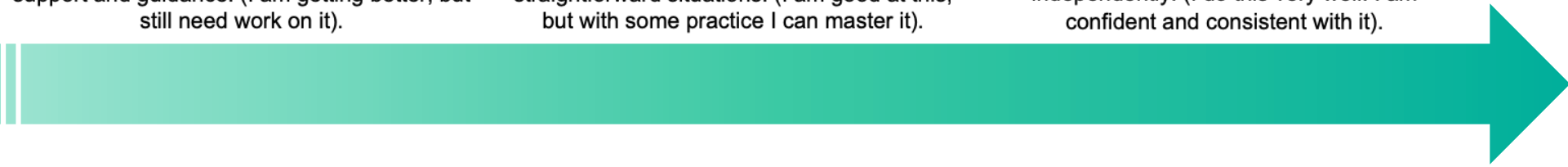
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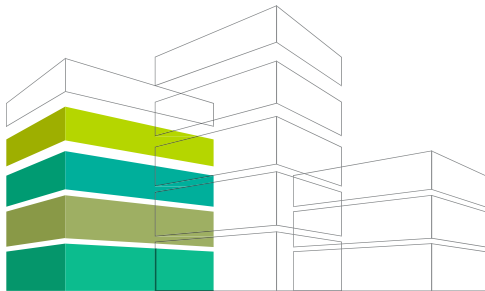
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Learning

Facets

Experiential
Development Focus
Continuous Learning
Seeking Feedback



Why is it 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?

- ✓ I expand my knowledge base
- ✓ I draw upon my own experience and learning to customize theories applying them in the workplace
- ✓ I foster an environment of continuous learning through formal and on-the-job learning
- ✓ I welcome and seek feedback on my behaviour and performance
- ✓ I accept and apply feedback
- ✓ I display a willingness and want to learn from others, including subordinates and peers
- ✓ I look for opportunities to improve myself, my team and my organization
- ✓ I encourage and support others to develop themselves
- ✓ I invest time in developing the personal and professional skills and capabilities of others
- ✓ I notice and show appreciation when expected results and behaviors are realized

Learning

Facets

Experiential

Development Focus

Continuous Learning

Seeking Feedback

What it isn't

- X Only focusing on meeting minimum educational requirements
- X Avoiding providing and receiving feedback
- X Relying exclusively on informal learning
- X Focusing on learning to the exclusion of evaluation or implementation of ideas
- X Prioritizing learning above completion of tasks

Levels of Understanding

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Work Attitudes

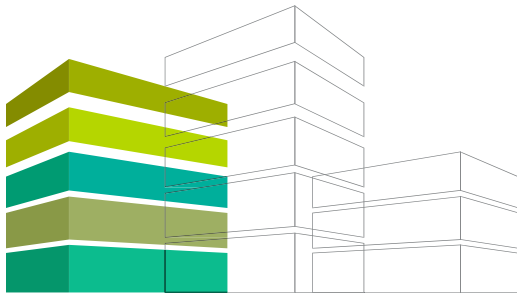
Facets

Initiative

Persistence

Optimism

Achievement Orientation



Why is it important?

Modeling a productive and positive work attitude is a powerful influence on colleagues, team members and leaders in the organization. Focusing on opportunities, effort, and task completion increases quality outcomes while supporting productivity for the individual, team, and organization.

How do I demonstrate this competency?

- ✓ I have an accurate understanding of personal strengths and areas for improvement
- ✓ I understand and adapt personal behavior to have a positive impact on others
- ✓ I am purposeful about how I show up for work
- ✓ I am able to reflect on experiences to inform future actions
- ✓ I maintain a positive, open, and objective attitude towards my work
- ✓ I seek out growth opportunities and challenge other to do the same
- ✓ I direct my energy towards the completions of personal and team goals
- ✓ I am able to remain motivated to accomplish goals in the face of adversity

Work Attitudes

Facets

Initiative

Persistence

Optimism

Achievement Orientation

What it isn't

- X Unfounded pessimism and negativity
- X Waiting for opportunities rather than seeking them out
- X Ignoring negative outcomes and unrealistic optimism
- X Overly persistent demands on own and others' time
- X Overstepping assigned role without consideration to organizational impact

Levels of Understanding

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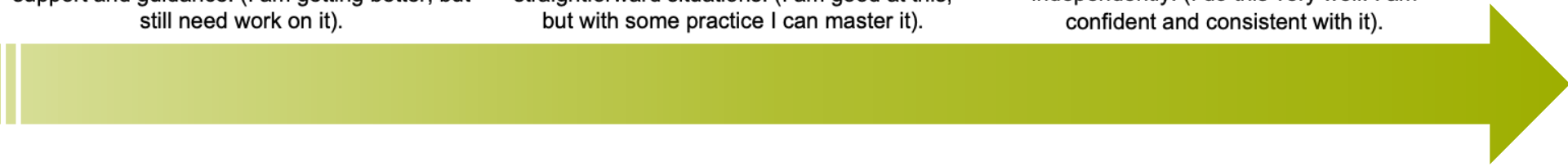
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Leading Others

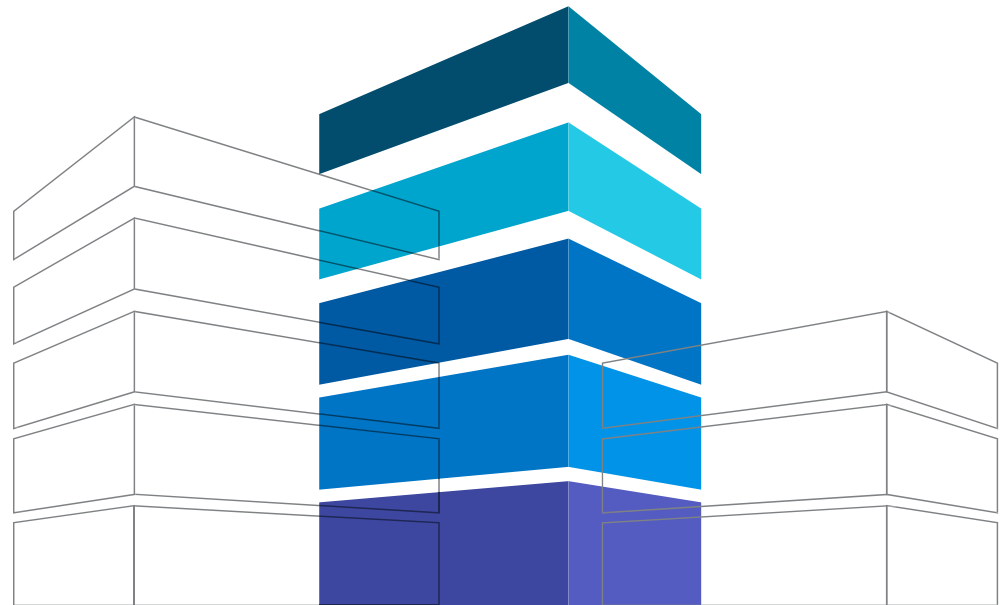
Engagement

Interpersonal Awareness

Inspiring Others

Developing Others

Influencing



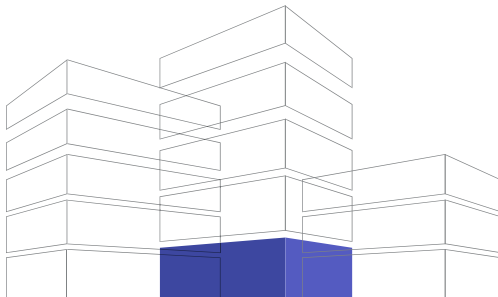
Engagement

Facets

Communicating

Engaging System Partners

Building Relationships



Why is it important?

Clear and concise messaging enables alignment with organizational goals. The ability to tailor communication to the needs of system partners increases the impact and uptake of your messages. Ensuring that system partners and networks are involved in projects at every step supports the delivery of high quality service.

How do I demonstrate this competency?

- ✓ I am visible in the workplace
- ✓ I establish open and honest communication regarding potential changes affecting the organization
- ✓ I establish positive relationships with peers and colleagues that are based on trust and respect
- ✓ I ensure that groups have all the necessary information and explain reasons for a decision
- ✓ I solicit appropriate people, ideas and opinions to help form specific decisions and plans
- ✓ I ensure that teams include all appropriate system partners to accomplish the goals
- ✓ I collaborate with colleagues and system partners both internal and external to identify new and better ways
- ✓ I use active listening and adapt communication methods.
- ✓ I solicit system partner input and facilitate their involvement in decision making and planning
- ✓ I seek out and build internal and external networks
- ✓ I consider the impacts of decisions on the broader community
- ✓ I seek out input from people who are different from me

Engagement

Facets

Communicating

Engaging System Partners

Building Relationships

What it isn't

- X Being rigid in your communication style and approach
- X Failing to engage with other people internal and external to your team
- X Avoiding difficult messages
- X Discounting the views and input of others
- X Building plans without consulting others
- X Accepting your own judgment without challenging your unconscious bias
- X Thinking that other people are misguided or incapable

Levels of Understanding

Emerging (EMG)

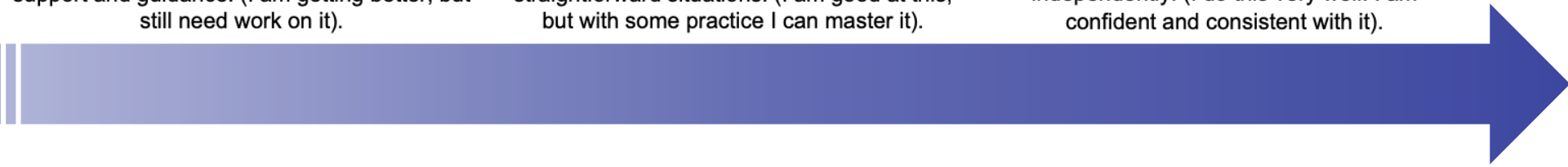
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Interpersonal Awareness

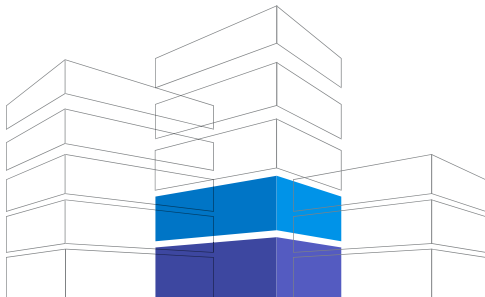
Facets

Empathy

Service Orientation

Organizational Cultural Awareness

Leveraging Diversity



Why is it important?

Leaders who are able to understand their own and others' emotions are better able to treat team members as individuals helping to 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?

- ✓ I treat others with understanding, compassion and respect
- ✓ I take action to help mediate interpersonal problems
- ✓ I seek to understand why mistakes are made or reoccur
- ✓ I sense and understand how others are feeling and experiencing things
- ✓ I take an active interest in the concerns of others
- ✓ I listen actively/attentively to understand the other person's point of view
- ✓ I take the time to communicate effectively with others
- ✓ I am purposeful in gaining insights and respecting different perspectives
- ✓ I anticipate colleagues' and team needs
- ✓ I strive to accurately read situations and understand organizational dynamics
- ✓ I am sensitive to different worldviews and experiences using them as an opportunity to provide high quality service
- ✓ I strive to understand others in a non-judgemental fashion

Interpersonal Awareness

Facets

Empathy

Service Orientation

Organizational Cultural Awareness

Leveraging Diversity

What it isn't

- X Becoming over-involved in the personal lives of staff
- X Providing services and supplies that you believe would help without involving the people affected
- X Ignoring emotional factors in discussions or decisions undercurrents
- X Focusing exclusively on the needs and concerns of your own area
- X Being reactionary or quick to judge others

Levels of Understanding

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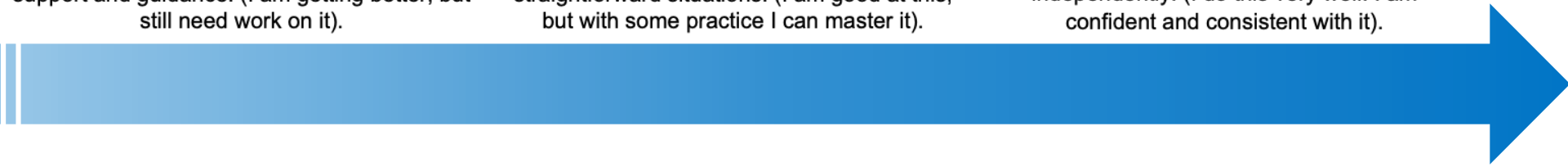
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Leading Others

Inspiring Others

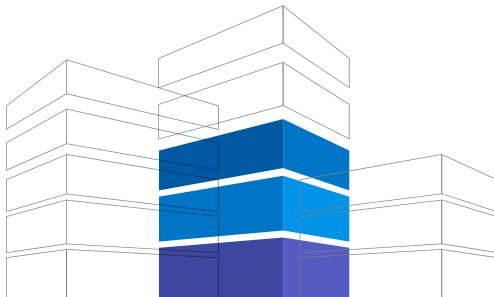
Facets

Finding Your Voice

Shared Vision

Setting Goals for Others

Developing and Building Teams



Why is it 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?

- ✓ I model the organization's mission and vision
- ✓ I promote building compelling strategy by the team
- ✓ I am able to articulate expectations for team and set realistic goals
- ✓ I meet my commitments to others on time
- ✓ I communicate the organizational mission, vision, and values as a way to get team members focused towards accomplishing objectives and goals
- ✓ I approach shared goals with enthusiasm in an effort to motivate team members when accomplishing goals
- ✓ I understand and promote cross-functional relationships
- ✓ I create an environment that enables the team to perform at its best
- ✓ I provide clear direction that enables the team to perform optimally
- ✓ I express positive attitudes
- ✓ I recognize the value of using teams to accomplish goals
- ✓ I encourage teamwork based on collaboration, shared vision and accomplishment of goals
- ✓ I create an environment that encourages open communication amongst team members
- ✓ I recognize progression towards individual and organizational goals
- ✓ I ensure the team maintains ethical approaches and is held accountable to shared ethical standards

Inspiring Others

Facets

Finding Your Voice

Shared Vision

Setting Goals for Others

Developing and Building
Teams

What it isn't

- X Micro-managing or “shadowing” staff
- X Assigning tasks without explanation of their relationship to organizational goals
- X Setting unrealistic goals
- X Concentrating on the next goal without celebrating success
- X Encouraging silos by pitting groups against one another

Levels of Understanding

Emerging (EMG)

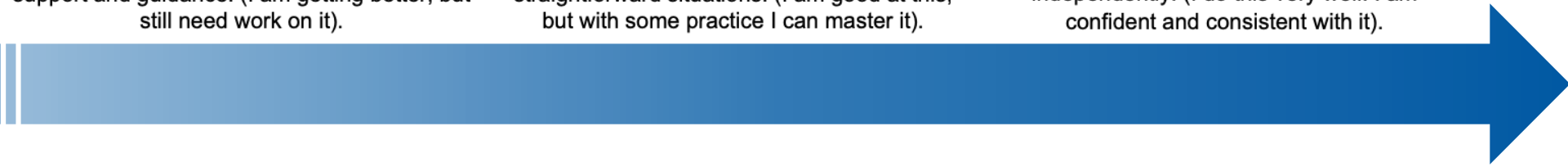
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Leading Others

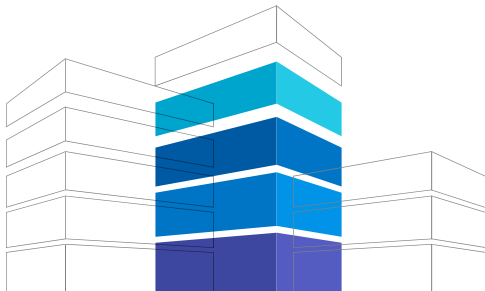
Developing Others

Leading Others

Facets

Supporting Meaningful Feedback

Coaching and Mentoring
Recognizing and Utilizing Strengths



Why is it 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?

- ✓ I address concerns with team behavior in a confidential and respectful manner
- ✓ I identify patterns in team or individual behavior that indicate developmental requirements
- ✓ I remain fair and objective when determining and selecting skill sets needed for projects
- ✓ I seek out opportunities to get team members more involved in accomplishing objectives
- ✓ I recognize and praise individuals and the team for their effort and achievements
- ✓ I seek out opportunities to challenge others and stretch their abilities and self-confidence
- ✓ I give others the opportunity to approach issues in their own way, including learning from mistakes
- ✓ I provide fair, objective and timely feedback
- ✓ I actively coach and mentor to strengthen performance and work with others to do the same
- ✓ I am able to identify individual strengths, learning styles and develop strategies to support them

Developing Others

Facets

Supporting Meaningful
Feedback

Coaching and Mentoring

Recognizing and Utilizing
Strengths

What it isn't

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

Levels of Understanding

Emerging (EMG)

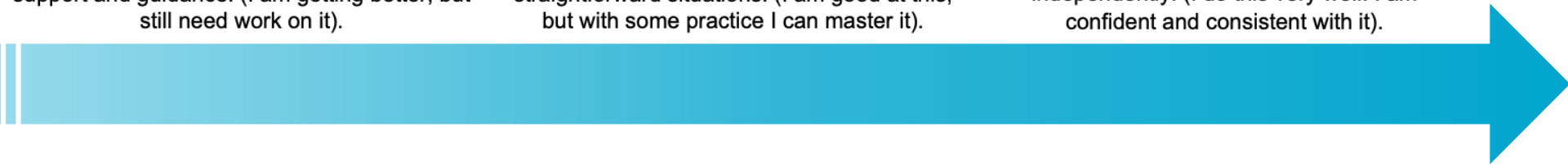
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Advancing (ADV)

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Mastering (MAS)

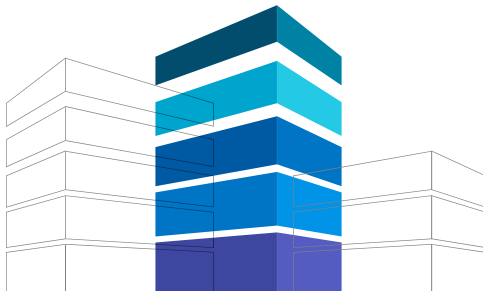
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Influencing

Facets

Collaborating
Persuading
Resolving
Conflicts
Empowering
Political Acumen



Why is it important?

Understanding the political dynamics that influence decision-making aids in strategy development, attainment of organizational goals, and procurement of resources. By developing an awareness of others' needs and concerns, leaders are better able to steer groups toward realization of key priorities.

How do I demonstrate this competency?

- ✓ I use a variety of persuasion tools and techniques for different situations
- ✓ I am able to get a point across while considering other people's reactions
- ✓ I use information or data effectively to persuade and support a position
- ✓ I maintain audience interest during discussion
- ✓ I invest time and effort to understand others' perspectives and how actions can strengthen relationships and outcomes
- ✓ I influence and impact on audiences of a wide variety of different backgrounds and use a wide variety of persuasion tools and techniques to do so
- ✓ I examine situations from multiple or different perspectives
- ✓ I use prior knowledge and experience to develop and present alternatives and recommendations
- ✓ I am able to persuade opposing groups to find resolve through mutual purpose.
- ✓ I am able to work with others to move toward organizational goals.
- ✓ I encourage respectful debate, responsible opposition and sharing of opinions
- ✓ I use a fair and balanced approach to address conflict
- ✓ I build an environment that encourages input and ideas from others
- ✓ I understand the key power relationships that have impact

Influencing

Facets

Collaborating
Persuading
Resolving
Conflicts
Empowering
Political Acumen

What it isn't

- X Avoiding meetings
- X Only using one style or method to influence
- X Disregarding others' versions of events during conflict
- X Dismissing the opinions and views of others
- X Behaving inconsistently
- X Vindictive behaviour
- X Creating insecurity
- X Thinking 'politics' is a bad word
- X Relying on or referring to assembled silos exclusively

Levels of Understanding

Emerging (EMG)

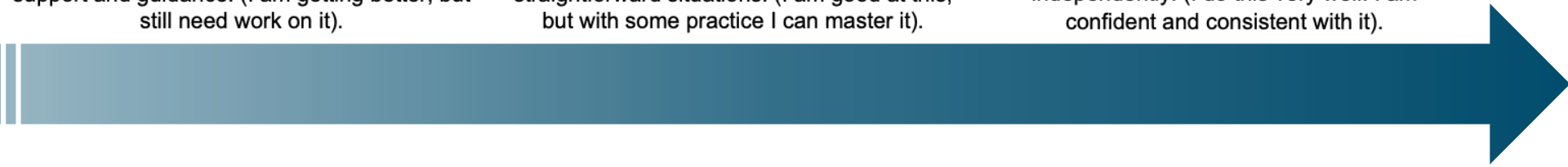
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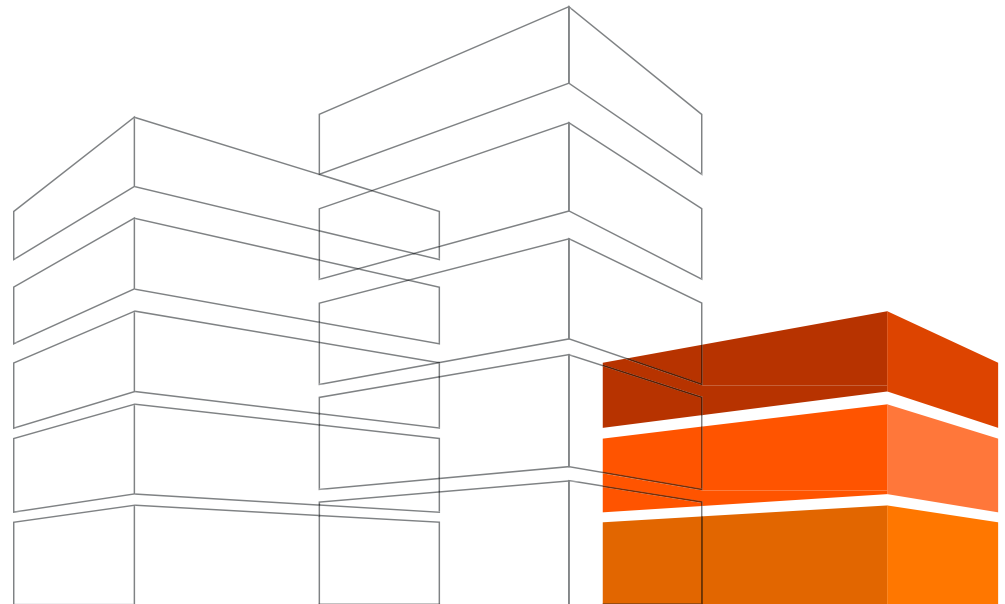


Leading Innovation

Solving Problems

Enhancing Performance

Leading Change



Leading Innovation Solving Problems

Facets

Decision-Making

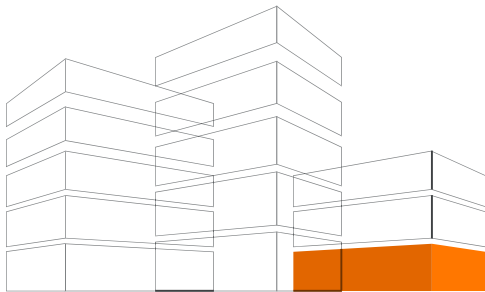
Research and

Evidence-Based Thinking

Systems Focus

Critical Thinking

Creativity and Curiosity



Why is it important?

The ability to anticipate and attend to issues as they arise helps to support better, more creative solutions. Using deep analysis to understand the root causes of issues enables consistent quality improvement to address the problems. Examining issues and processes from start to finish helps to facilitate stakeholder relationships and greater understanding.

How do I demonstrate this competency?

- ✓ I communicate and engage with others regularly to keep focussed on the goals and objectives
- ✓ I create an environment that encourages collective problem solving
- ✓ I help generate useful ideas or explanations for circumstances
- ✓ I look for new approaches that may have been tried elsewhere
- ✓ I recognize points for improvement and use imagination to solve problems
- ✓ I create relevant options for addressing problems/opportunities identified
- ✓ I demonstrate critical thinking skills while considering the big picture and impact on results
- ✓ I demonstrate knowledge of the system and can understand how it applies to others
- ✓ I create and encourage others to produce relevant and creative options
- ✓ I effectively analyze the situation and collect input to make informed decision
- ✓ I seek to improve results by applying consistent review and improvement practices
- ✓ I am open to exploring new approaches to make improvements or solve problems
- ✓ I understand the key metrics and data that inform my area and their relevance

Leading Innovation Solving Problems

Facets

Decision-Making

Research and

Evidence-Based Thinking

Systems Focus

Critical Thinking

Creativity and Curiosity

What it isn't

- X Presenting excess or irrelevant data that confuses your audience
- X Focusing only on your own experiences
- X Analyzing issues while inflating or deflating their importance and creating overblown scope of inquiry
- X Repeatedly changing processes while not addressing root causes
- X Failing to take into account the effects on all stakeholders and system partners

Levels of Understanding

Emerging (EMG)

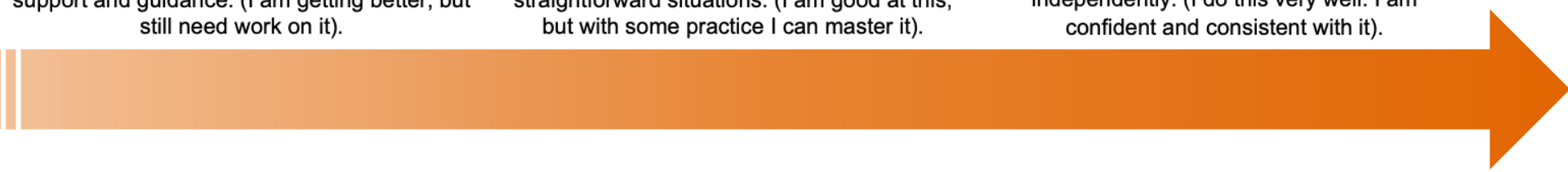
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Leading Innovation Enhancing Performance

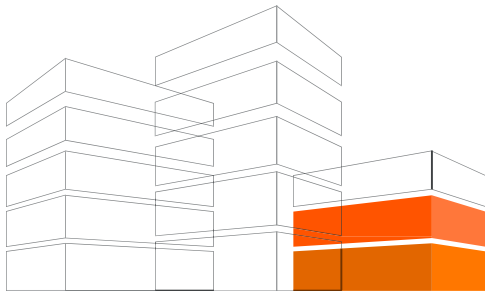
Facets

Maintaining Quality

Addressing Barriers to Performance

Strategic Thinking

Developing a Culture of Safety



Why is it important?

Enhancement of organizational performance requires evaluation of initiatives, practices, and projects. Review of quality and safety metrics supports the delivery of high quality service and ongoing process improvement. Consistently taking a strategic view and anticipating barriers supports organizational success into the future.

How do I demonstrate this competency?

- ✓ I hold a strong commitment to patients and the public's expectations for how quality care is provided.
- ✓ I remain aware that while enhancing performing and innovation there may be unintended consequences.
- ✓ I consider, evaluate and seek others' opinions for an informed course of action
- ✓ I monitor performance against clearly communicated and consistent measures
- ✓ I evaluate and implement process improvement solutions
- ✓ I evaluate performance against the agreed standard or goal
- ✓ I set realistic and achievable expectations
- ✓ I anticipate roadblocks and develop solutions
- ✓ I actively promote safety through disclosure, reporting, and accountability

Leading Innovation Enhancing Performance

Facets

Maintaining Quality

Addressing Barriers to
Performance

Strategic Thinking

Developing a Culture of
Safety

What it isn't

- X Only considering the easiest solution
- X Relying on generating policies to manage issues and performance
- X Making erratic demands based on the “flavour of the month”
- X Leaving staff to fend for themselves when encountering problems without support and guidance

Levels of Understanding

Emerging (EMG)

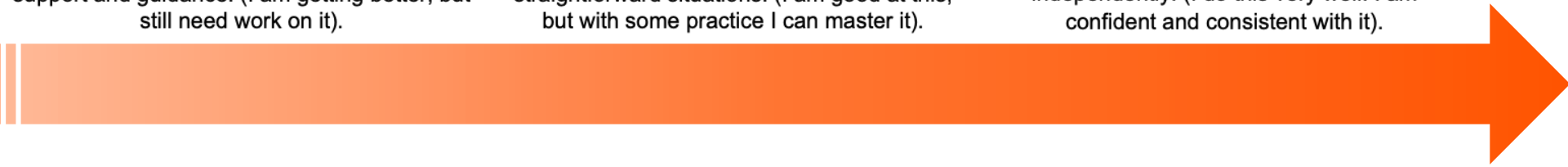
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Leading Innovation Leading Change

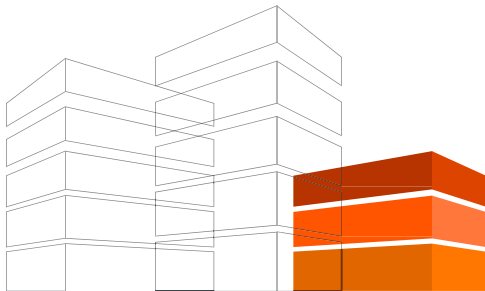
Facets

Adaptability

Intelligent Risk-Taking

Catalyzing Change

Reinforcing Change



Why is it important?

Leaders who are able to adjust to and advocate for well-informed change allow their teams to better address continually evolving community, patient and organizational needs.

How do I demonstrate this competency?

- ✓ I embrace and reward balanced risk taking when implementing change
- ✓ I accept that change comes with the possibility of failure
- ✓ I proactively evaluate risks and benefits associated with change
- ✓ I challenge teams to see things differently
- ✓ I understand and openly communicate the benefits of change
- ✓ I use stories to reinforce needs for and success in change
- ✓ I assess the organization's readiness for change
- ✓ I seek a clear understanding of the steps required for sustainable change
- ✓ I ensure that those involved understand decisions and have "buy-in" before committing to action
- ✓ I demonstrate courage by taking action intended to improve performance
- ✓ I encourage teams, cross-departmental teams, and peers in times of change
- ✓ I seek out early adopters of change
- ✓ I proactively make adjustments and remove barriers to realizing change
- ✓ I celebrate results and behaviors through planned and spontaneous means
- ✓ I model positive response to change
- ✓ I adjust and adapt to new challenges and varying viewpoints
- ✓ I willingly take on new and different ways of approaching work
- ✓ I reinforce and evaluate change initiatives post implementation

Leading Innovation Change

Facets

Adaptability

Intelligent Risk-Taking

Catalyzing Change

Reinforcing Change

What it isn't

- X Rigidly maintaining existing practices and processes
- X Rushing through change activities without considering the impact
- X Failing to critique the status quo,
- X Turning a blind eye to mediocrity
- X Resisting possibilities out of your comfort zone
- X Ignoring those having more difficulty embracing change
- X Remaining continuously in the risk assessment or planning stages without progressing to implementing change
- X Disregarding the political, social or economic context in and beyond my organization
- X Accepting failure without assessment and learning

Levels of Understanding

Emerging (EMG)

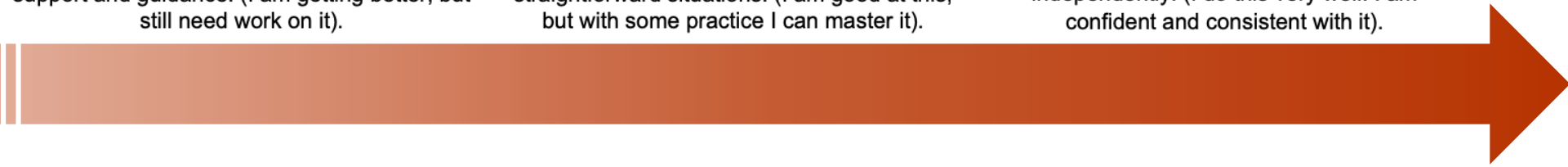
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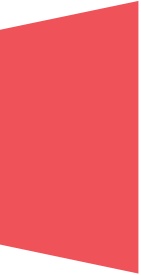
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Acknowledgements

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History of the Paramedic Leadership Competencies

In 2014, the Paramedic Chiefs of Canada tasked its Leadership Development Committee with the creation of tools, forums, research, and partnerships that would enhance paramedic leadership in Canada.

In taking on this mandate, the Paramedic Chiefs of Canada Leadership Development Committee identified a need for

- Standardized national levels of paramedic leadership
- Defined expectations for Canadian paramedic leaders
- Standardized paramedic leadership training
- Support of new opportunities for paramedic leaders to prepare for success.

In line with the Paramedic Chiefs of Canada's Strategic Plan and to address these gaps, the Committee developed the cornerstone Leadership Competency Framework, first released in 2016.

The Framework was originally designed to introduce a common set of leadership concepts that would help individuals grow and refine their leadership skills. Built on up to date research and best practice, each new version will continue to provide a roadmap for paramedic services to increase their leadership potential. The Framework is a foundational document that captures how the Paramedic Chiefs of Canada sees Canadian paramedic leaders today and helps us to move our profession into the future.



Partnership and Collaboration

In keeping with the PCC's commitment towards partnership and collaboration, the Leadership Development Committee drew on the fruits of consultation with international participants from a number of leadership development programs. The Committee also used global research on comparable programs of leadership development in various levels of governmental public safety agencies as well as private paramedics services.

The Committee worked with the National Emergency Medical Services Management Association (NEMSMA) in the United States of America to understand current state paramedic leadership challenges. This partnership provided the Committee the opportunity to build on the excellent work that NEMSMA had completed in building their Seven Pillars of EMS Officer Competencies document (2014).

The two associations identified early on in the development process that there was parallel work being done in both of our countries. This partnership allowed for a validated process in which to develop tools as a roadmap towards a competency framework, Competency Dictionary and accountabilities. It was decided that instead of each country having its own set of leadership competencies that we would work, collectively, to adopt a Pan-American approach; allowing for leaders on both sides of the border to share similar definitions and expectations. While the PCC Leadership Competencies Framework is developed specific to our Canadian context, the collaboration provided a common leadership competency language that can be used across both countries.

It has been identified at various levels that this initial project collaboration has established the great relationship for future collective work between both NEMSMA and the PCC. As the Framework acts as the foundation to Canadian paramedic leadership, this initial collaboration with our partners acts as the foundation to future Pan-American success for our collective profession.

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