

# PROGRAM-SPECIFIC COMPETENCIES

## - MASTER OF PUBLIC ADMINISTRATION

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The School of Public Administration is dedicated to educating public sector and community leaders who can navigate complex settings, negotiate and mediate new processes and outcomes, and assess whether and how programs and policies add value to society, in ways that respect the broader public interest and the ethics of their profession.

We encourage and develop leading edge thinkers who will have a positive impact on governments, communities and the environment through their commitments to the values of democracy, engaged and courageous scholarship, sustainability and inclusivity.

Contemporary challenges require that we develop respectful relationships with Indigenous peoples, foster diversity and gender equity, and further environmental sustainability. This leads the School to include foundational knowledge in Indigenous history, culture and governance in its programs and to support visionary and creative approaches to reinventing our contributions to a more equitable and sustainable world.

This competency framework aims to give guidance for building our programs and courses.

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### FOUNDATIONAL KNOWLEDGE, STRATEGIC AND CONTEXTUAL AWARENESS

#### Advances an agenda in complex settings by:

- + Identifying and understanding high priority problems and trends
- + Understanding relevant institutional dynamics, processes, and operational realities for the four orders of government in Canada
- + Establishing where authority, power and influence are located and how they influence setting agendas and how things get done
- + Understanding the organizational and interpersonal cultural dynamics and how they influence agenda-setting and organizational decision-making
- + Using interpersonal and critical analytical skills and flexibility to motivate key players to achieve goals and change

### CRITICAL AND INNOVATIVE THINKING AND ANALYSIS

#### Approaches a situation or issue by:

- + Defining the problem and assessing its importance
- + Collecting relevant information and available evidence, and critically assessing its significance
- + Identifying additional data and information to address a problem, and appropriate methods for carrying out and commissioning such work
- + Creating opportunities for diverse and innovative perspectives and methods to problems and solutions
- + Selecting, justifying and appropriately communicating a solution or solution options

## CREATIVE LEADERSHIP AND MANAGEMENT

### **Approaches an organizational or interpersonal decision-making situation by:**

- + Identifying the factors (institutional, policy, program, interpersonal, cultural) relevant in making a decision or pursuing an agenda
- + Offering clear, motivating, and relevant direction
- + Recognizing, respecting and soliciting different views from stakeholders and citizens, encouraging open discussion, and negotiating appropriate and acceptable solutions
- + Respecting cultural differences and practicing collaboration and teamwork
- + Being fair, tactful, compassionate, and treating others with respect and integrity
- + Demonstrating through decisions and interpersonal interactions respect and support for a workplace where principles of inclusion and diversity are valued

## COMMUNICATION, ENGAGEMENT AND COLLABORATION

### **Effectively communicates and engages with individuals and groups in the workplace and in the community by:**

- + Acquiring communication skills both for writing and oral presentations
- + Acquiring awareness of how social media and other channels can be used as a means to enhance or to stifle the quality and appropriateness of communications
- + Using and having the capacity to learn appropriate presentation software, graphics, and other aids to clearly convey complex or technical information
- + Developing collaborative skills and strategies to engage difference and diverse actors
- + Using collaborative strategies to address contemporary challenges with diverse citizenries and getting people engaged in change

## PROFESSIONALISM, ETHICS, AND RESPECT

### **Acts with integrity, courage, and care towards individuals, groups both within the workplace and in the community by:**

- + Developing and practicing self-reflection and self-learning as an interpersonal stance
- + Being knowledgeable about relevant prevailing ethical standards
- + Having the capacity to critically assess policy, program and organizational decisions, and situations from an ethical standpoint
- + Balancing the interests of individuals, groups, institutions and communities
- + Having consistent regard and commitment to the highest standard of behaviour and the relevant codes of conduct that apply to both academic and workplace activities

## INDIGENOUS HISTORY, TRADITIONS, KNOWLEDGE BASES AND GOVERNANCE STRUCTURES

### **Acts with an understanding of Indigenous history and worldviews, colonialism and its effects, cultural humility and nation-to-nation relations by:**

- + Acquiring foundational and functional knowledge of Indigenous laws and governance systems
- + Understanding how colonization and the imposition of Canadian laws and governance systems have impact(ed) Indigenous Nations
- + Understanding Indigenous worldviews and their implications for policy development, engagement and research
- + Engaging with key principles and protocols associated with Indigenous research and knowledge, including ethical research with/for Indigenous peoples
- + Addressing the nature of colonial privilege, the inherent power imbalances in settler-Indigenous relations, and intersecting forms of discrimination (such as racism, sexism, classism) across the range of policy areas
- + Understanding the purposes and commitments set forth by the Truth and Reconciliation Commission of Canada, the United Nations Declaration on the Rights of Indigenous Peoples, and other human rights-based frameworks
- + Fostering nation-to-nation relationships for the purpose of decolonization and Indigenous self-determination