

**Policy & Legislation, and Research/ Policy Officers**

Occupational Family/Code – Program Consultation: CPL, CRO

Profile created: 1999 11

Profile updated: 2006 12

Occupation Summary	Selection of Competencies	Knowledge	Skills	Personal Attributes
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**Policy Analysts**

Policy Analysts provide advice and services to support senior and executive management on a range of related program and policy issues. In consultation with internal and external stakeholders, policy analysts develop, implement and monitor policies, programs, projects and evaluations. The work involves a broad knowledge of relevant acts and programs, government operations and theories and principles. Technical skills involving analysis, research, monitoring, evaluation, contract and/or financial management are applied to effectively and creatively address problems and issues. Policy analysts are required to work cooperatively and collaboratively in a timely and organized way on multiple and often complex problems.

**Legislation Officers**

Legislation Officer are responsible to coordinate and facilitate the preparation and submission of documents from all areas of the ministry for legislation and regulations (new/ amending/ repealing), orders in council, minister’s orders, cabinet decision items, cabinet information items, nominations, and proclamations. Duties include: responsibility for submissions in response to the Call for Legislation, drafting of documents relating to legislation, cabinet decision-making and implementation. Legislation officers act as ministerial liaisons with Treasury Board, Justice and Executive Council with respect to cabinet documents and procedures. They provide consultative services to ministerial staff on cabinet policy and procedures as well as ministerial authority, legislation and regulations. Legislation officers may be required to prepare information manuals, conduct training sessions and develop administrative guidelines for internal operations related to cabinet documentation.

**Research Officers**

Research Officers identify data sources, assess the quality and limitations of data and determine whether data are appropriate for use in reports and models. In addition to creating and using models to perform research on a variety of topics, research officers interpret the results of research and communicate those results to others in government or to the public. In addition, research officers answer information requests from members of the public and government on a variety of topics and help people to interpret the data provided.

[Back to top](#)



## Knowledge

Knowledge is the baseline of information acquired through work and life experiences, learning situations and formal education which enables an individual to perform from an informed perspective.

### Acts/Regulations/ Legislation

- Knowledge of applicable acts, regulations, programs, policies, guidelines, procedures, contracts, agreements. **(Bring/Learn)**
  - Knowledge of government structures, processes, responsibilities, operations. **(Bring/Learn)**
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### Theories/Principles

- Knowledge of theories and practices relevant to the job assignment. **(Bring/Learn)**
  - Knowledge of qualitative and quantitative research methodologies. **(Bring/Learn)**
  - Knowledge of human resource management practices, including strategies to recruit, support and sustain a diverse workforce. **(Bring - Supervisor only/Learn)**
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### Technical

- Knowledge of relevant sectors including trends, issues, structure and composition. **(Bring/Learn)**
- Knowledge of project management methods, principles and processes. **(Bring/Learn)**
- Knowledge of human resource management practices. **(Bring/Learn)**
- Knowledge of financial management practices. **(Bring/Learn)**
- Knowledge of program/policy/project evaluation techniques. **(Bring/Learn)**
- Knowledge of communication techniques and methods. **(Bring/Learn)**



- Knowledge of applicable computer hardware, software applications and databases. **(Bring/Learn)**
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### Skills

Skills are those demonstrated abilities, or proficiencies which one has learned from their past. These are acquired/developed from past work and life experience, including volunteer work, independent study, life events, community and leisure activities, and formal training.

Skills are demonstrable, measurable and are transferable from one situation to another.

### Communication

- Ability to articulate strategic directions to link current operation to the future directions of the ministry. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident...*

- Ability to clearly and concisely plan/ develop/ facilitate information sessions or meetings and/or respond to questions to promote a greater understanding of programs/ issues/ initiatives/legislation. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, diplomatic, flexible...*

- Ability to provide/obtain/exchange clear and accurate information in both formal and informal settings to a variety of people (e.g. community, clients, colleagues, service providers, ministry, other governments, industry) in a manner appropriate to the audience. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, flexible, diplomatic, objective...*

- Ability to verbally and in writing, explain financial/ statistical/ administrative matters/ programs/ policies/ procedures/ regulatory matters to a variety of audiences. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, diplomatic, objective...*



- Ability to clearly and accurately explain complex legislation, policies, programs and processes to others, in a manner appropriate for the audience. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, detail-oriented, diplomatic...*

- Ability to ask clear, concise and relevant questions in order to obtain and analyze information from community/ clients/ colleagues/ industry/ service providers/ other governments. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: curious, confident, proactive...*

- Ability to persuade/influence/motivate by articulating the implications of proposed policy/ program/ legislative directions and/or changes. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, tenacious/persistent, objective...*

- Ability to articulate and convey innovative messages to your audience. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: creative, confident...*

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### Leadership

- Ability to anticipate the need for teamwork and lead / assemble the team to meet goals and objectives. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: initiative/dependent, proactive, sensitive...*

- Ability to objectively and fairly evaluate employee performance against clearly stated work goals and standards. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: objective, diplomatic, confident...*



- Ability to constructively encourage, share information and provide feedback to help others meet common goals and objectives to ensure compliance. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, creative, detail-oriented...*

- Ability to assess and select qualified individuals/consultants according to established policies and procedures to achieve stated goals. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: flexible, sensitive...*

- Ability to guide, coach, counsel and provide direction and feedback on performance to others. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, objective, sensitive...*

- Ability to assign work to others taking into consideration priorities, employees' workloads and skills. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: creative, flexible, sensitive...*

- Ability to provide direction/corrections to internal/external organizations and/or individuals in order to ensure compliance with policies/programs/legislation. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: detail-oriented, analytical, tenacious/persistent...*

- Ability to guide and coach a diverse group of employees, that results in a team that can meet its goals and objectives, while maintaining a healthy, productive, respectful and safe work environment that is free of discrimination.  
**(Bring - Supervisor only/Learn)**

*Personal attributes which may link with this skill statement include: respectful, supportive, empathetic...*

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## Problem Solving

- Ability to clearly define problems; select and apply appropriate methods to analyze and address the problems. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: creative, flexible, analytical...*

- Ability to collect and analyze relevant data to make accurate and timely decisions/recommendations on a variety of issues. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: analytical, creative, flexible...*

- Ability to analyze trends and issues, identify and develop options and solutions, and make policy recommendations in order to meet ministry goals and client needs. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: creative, flexible, detail-oriented...*

- Ability to accurately reference and interpret acts, regulations, policies and guidelines. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: detail-oriented, tenacious/persistent, analytical...*

- Ability to assess the current and historical context and consider all factors when conducting research and analysis in response to an issue. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: flexible, detail-oriented...*

- Ability to anticipate, identify and evaluate the potential impact/implications of changes in the external/internal environment on government activities. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: creative, flexible, analytical...*

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## Interpersonal

- Ability to consult/work with other organizations, colleagues, individuals and communities to develop positive working relationships, policies and protocols, address complaints and establish partnerships. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: sensitive, objective, diplomatic...*

- Ability to calmly listen, assess and clarify concerns and respond appropriately to clients/ co-workers/ stakeholders/ consumers/ public who may be angry/confused/upset/uncooperative. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: diplomatic, sensitive, confident...*

- Ability to interact diplomatically to determine or mediate a solution when encountering difficult or confrontational clients or situations. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: confident, sensitive...*

- Ability to influence, persuade or convince others to work towards a mutually acceptable or workable solution/agreement. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: tenacious/persistent, confident, diplomatic...*

- Ability to create an environment that recognizes, supports, respects and welcomes diversity of employees and clients. **(Bring - Supervisor only/Learn)**

*Personal attributes which may link with this skill statement include: welcoming, objective, understanding...*

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## Team/Independence

- Ability to work independently or collaborate as a team member with co-workers, agencies and others to consistently meet program and client needs. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: flexible, sensitive, objective...*





### Organizational

- Ability to accomplish required tasks within established timeframes in an environment with diverse and conflicting workload pressures. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: flexible, dedicated, independent...*

- Ability to plan and organize multiple, complex tasks and projects taking into consideration conflicting and changing priorities to meet strict and/or changing deadlines. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: flexible, dedicated, proactive...*

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### Analytical

- Ability to identify information requirements and organize and interpret the information collected. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: analytical, detail-oriented...*

- Ability to apply information collected in order to develop, implement, and evaluate programs/policies/procedures. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: analytical...*

- Ability to identify the opportunity for changes to improve program delivery. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: proactive, curious...*

- Ability to search for and assess data / information to develop materials, reports and/or make decisions/ recommendations / conclusions about the application of programs, policies, procedures, acts, regulations, guidelines and contracts. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: analytical, proactive...*



- Ability to examine, understand and appropriately apply complex and sometimes conflicting policies, agreements, contracts, acts and regulations to daily operations and situations. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: detail-oriented, confident, analytical...*

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### Technical

- Ability to design/develop/select research methodologies (including surveys, focus groups, interviews, literature reviews) and apply appropriate statistical and analytical techniques. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: detail-oriented, confident...*

- Ability to apply financial/economic/scientific/social theory or techniques to analyze problems. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: analytical, confident...*

- Ability to create and generate queries reports and documents using internet, word processing databases, spreadsheets, and other software packages. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: curious, detail-oriented, creative...*

- Ability to provide direction/advice on the development or modification of data systems to meet operational needs. **(Bring/Learn)**

*Personal attributes which may link with this skill statement include: detail-oriented, confident, sensitive...*

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## Personal Attributes

### (Bring)

Personal Attributes identify qualities of character, which a person must have to be an effective and successful performer in the job. They are underlying characteristics which are deep and enduring parts of an individual expressed most of the time. They are one's personal style or personal effectiveness, such as feelings, attitudes, habits and traits. Each of these is demonstrated by behavioural examples which allow one to objectively determine whether an individual possesses the required personal attributes.

Attributes, together with the knowledge and skill competencies, help you to predict what a person will do in a given situation.

**Personal attributes for the Policy Analysts, Legislation Officers, and Research Officers include:**

### To Be...

- creative
- accommodate individual differences
- flexible
- detail-oriented
- analytical
- tenacious/persistent
- confident
- intuitive/independent
- respectful
- welcoming
- supportive
- empathetic
- objective
- dedicated (going the extra mile/pride in your work)
- proactive
- honest
- diplomatic
- curious
- sensitive
- open-minded
- equitable
- understanding

[Back to top](#)