



CORE COMPETENCIES for a NEW WORKFORCE

INSTRUCTIONS: This questionnaire is intended to help identify the core competencies that are essential for success in the area of work identified below. Your contribution is valued. Please complete the questionnaire carefully and thoughtfully. Inside you will find listed, several areas of knowledge skills and ability. You are asked to make two evaluations for each item. First, in the left-hand column, you are asked to assess the "Importance" of the item to success.. Then, in the

right hand column, you are asked to assess the need for training and development among people who do this work in your organization. Record your assessment of each situation by circling (○) or placing an (X) on the appropriate response on the five-point scale. The meanings for each response on the two scales are indicated at the top of each column. *Ensure that you understand both scales before you proceed.*

BASIC INFORMATION

Your Organization _____

Target Work Area _____

Please indicate which group you belong to from *a, b, or c* below by checking in the space next to the description that 'best fits' your situation.....

a) "I am a member of the target group identified above." _____

b) "Members of the target group report to me." _____

c) "I interact with a member of the target group." _____



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CORE COMPETENCIES QUESTIONNAIRE (NB Please ensure that you understand the instructions on the front page before proceeding)

IMPORTANCE	ITEM DESCRIPTION	NEED FOR TRAINING & DEVELOPMENT
1 = not important 2 = some importance 3 = desirable 4 = very important 5 = top priority	EACH ITEM BELOW DESCRIBES AN AREA OF KNOWLEDGE, SKILL, ABILITY OR ATTITUDE .	1 = no need 2 = little need 3 = some need 4 = substantial need 5 = top priority need

ABOUT KNOWING THE OVERALL DIRECTION OF THE ORGANIZATION...

1 2 3 4 5	1. Know the overall mission or continuing purpose, and the long term vision and values of the organization.	1 2 3 4 5
1 2 3 4 5	2. Know the specific goals and objectives of your part of the organization and how they fit into the overall vision.	1 2 3 4 5
1 2 3 4 5	3. Know the current objectives, priorities and strategies of the person to whom you report in the formal structure.	1 2 3 4 5
1 2 3 4 5	4. Know both the formal and informal organization structure and how to use it to get things accomplished.	1 2 3 4 5
1 2 3 4 5	5. Know and understand the industry within which your organization operates.	1 2 3 4 5
1 2 3 4 5	6. Know your organization's standard policies and practices , especially those related to your area of responsibility.	1 2 3 4 5

ABOUT KNOWING YOUR SPECIFIC ROLE IN THE ORGANIZATION...

1 2 3 4 5	7. Know the key result areas for which you are personally responsible and the specific outputs expected in each area.	1 2 3 4 5
1 2 3 4 5	8. Know the performance standards and measures that apply to the work of your part of the organization.	1 2 3 4 5
1 2 3 4 5	9. Know the extent of your authority to take actions and make decisions on behalf of your organization.	1 2 3 4 5
1 2 3 4 5	10. Know how your performance compares to expected standards or benchmarks.	1 2 3 4 5
1 2 3 4 5	11. Know where to get help or resources to deal with problems/issues that you cannot resolve on your own.	1 2 3 4 5
1 2 3 4 5	12. Know and understand the complete process in which you work from beginning to end.	1 2 3 4 5
1 2 3 4 5	13. Know what parts of your job/role are the most important and what are the least .	1 2 3 4 5

ABOUT CONTRIBUTING TO VISION, VALUES AND FUTURE DIRECTIONS..

1 2 3 4 5	14. Know and understand what customers/clients value in the products or services provided by your part of organization.	1 2 3 4 5
1 2 3 4 5	15. Be able to continuously deliver value to your customers/clients whether inside of the organization or outside.	1 2 3 4 5
1 2 3 4 5	16. Be able to articulate clearly, your preferred personal vision for the future of the part of the organization in which you work.	1 2 3 4 5
1 2 3 4 5	17. Be able to articulate the beliefs, values and norms of behaviour that you want to support and reinforce in your part of the organization	1 2 3 4 5
1 2 3 4 5	18. Be able to carry out your part in producing organizational change .	1 2 3 4 5
1 2 3 4 5	19. Be able to carry out your part in building and maintaining a positive, high performance work culture .	1 2 3 4 5
1 2 3 4 5	20. Be able to personally model the behaviours that you want others to adopt.	1 2 3 4 5

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1 2 3 4 5	21. Be aware of applicable “ best practices ” and benchmarks that apply to your work area.	1 2 3 4 5
1 2 3 4 5	22. Be able to keep up with external trends and developments in your field and help assess their impact on your organization.	1 2 3 4 5

ABOUT WORKING IN A TEAM..

1 2 3 4 5	23. Be able to help set specific, measurable, challenging goals and objectives for self and the team.	1 2 3 4 5
1 2 3 4 5	24. Be able to help train and develop others with less skills..	1 2 3 4 5
1 2 3 4 5	25. Be able to identify and encourage behaviour that help team development.	1 2 3 4 5
1 2 3 4 5	26. Be able to identify and help reduce behaviours that hinder team development.	1 2 3 4 5
1 2 3 4 5	27. Be able and willing to teach your work to other team members as part of the team development process.	1 2 3 4 5
1 2 3 4 5	28. Be able and willing to learn the work of other team members as part of the team development process.	1 2 3 4 5
1 2 3 4 5	29. Be able to help the team deal with disagreement and conflict.	1 2 3 4 5
1 2 3 4 5	30. Be able to listen effectively to understand and appreciate the ideas, opinions, concerns and contributions of others.	1 2 3 4 5
1 2 3 4 5	31. Be able to help coach and counsel others who are struggling with the work of the team.	1 2 3 4 5
1 2 3 4 5	32. Be able to deal effectively with a wide variety of different personalities.	1 2 3 4 5
1 2 3 4 5	33. Be able to help develop the team towards self-management.	1 2 3 4 5
1 2 3 4 5	34. Be able to contribute to team development by taking on roles such as meeting recorder or facilitator..	1 2 3 4 5
1 2 3 4 5	35. Be able to take on a leadership role when appropriate.	1 2 3 4 5
1 2 3 4 5	36. Be able to collaborate effectively with others by sharing your expertise, knowledge and experience and encouraging others to do the same..	1 2 3 4 5
1 2 3 4 5	37. Be able to explore and experiment with new ideas and directions when the way ahead seems unclear.	1 2 3 4 5
1 2 3 4 5	38. Be able to contribute to the design of the work of the team to make it more productive, rewarding and motivating for all.	1 2 3 4 5
1 2 3 4 5	39. Be able to represent the team to other parts of the organization as required.	1 2 3 4 5
1 2 3 4 5	40. Be able to persist and persevere when teamwork gets tough and frustrating.	1 2 3 4 5

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ABOUT PROBLEM SOLVING , DECISION-MAKING, IMPLEMENTATION

1 2 3 4 5	41.Be able to analyze situations and identify the root cause of problems and likely solutions.	1 2 3 4 5
1 2 3 4 5	42.Be able to assess needs and develop programs to meet them	1 2 3 4 5
1 2 3 4 5	43.Be able to understand and use basic statistical and/or mathematical concepts .	1 2 3 4 5
1 2 3 4 5	44.Be able to make sound decisions from several competing alternatives.	1 2 3 4 5
1 2 3 4 5	45.Be able to plan a course of action to carry out a decision.	1 2 3 4 5
1 2 3 4 5	46.Be able to help monitor progress , spot deviations and get things back on track..	1 2 3 4 5
1 2 3 4 5	47.Be able to use technology, instruments, tools and/or information systems effectively.	1 2 3 4 5
1 2 3 4 5	48.Be able to access and apply specialized knowledge from the specific profession or field of study of _____.	1 2 3 4 5
1 2 3 4 5	49. Know and understand the basic tools and techniques for improving quality or service in your area.	1 2 3 4 5
1 2 3 4 5	50.Be able to manage projects within specific goals, time constraints and finite resources.	1 2 3 4 5

ABOUT PARTICIPATION IN HUMAN RESOURCE MANAGEMENT ACTIVITIES

1 2 3 4 5	51.Be able to contribute to fair and effective performance plans, reviews and evaluations .	1 2 3 4 5
1 2 3 4 5	52.Be able to help identify and assess your own training and development needs.	1 2 3 4 5
1 2 3 4 5	53. Be able to contribute to the recruitment and selection of new members of the work group.	1 2 3 4 5
1 2 3 4 5	54.Be able to contribute to a safe & healthy workplace.	1 2 3 4 5
1 2 3 4 5	55. Be able to contribute to an environmentally-responsible workplace.	1 2 3 4 5
1 2 3 4 5	56.Be able to express effectively concerns and formal complaints when necessary.	1 2 3 4 5
1 2 3 4 5	57.Be able to work effectively in a diverse workplace including different genders, race, ethnic origins, languages, ages, sexual orientation, and ability.	1 2 3 4 5

ABOUT the basics of BUSINESS and FINANCIAL MANAGEMENT

1 2 3 4 5	58.Know and understand the role and interests of other stakeholders in the success of the organization.	1 2 3 4 5
1 2 3 4 5	59.Know and understand the process by which value is added in the production or service processes in your organization..	1 2 3 4 5
1 2 3 4 5	60.Be able to prepare budgets , cost estimates and other financial forecasts and projections.	1 2 3 4 5
1 2 3 4 5	61.Know and understand the financial reporting, forecasting, budgeting, and cost control system of your organization.	1 2 3 4 5
1 2 3 4 5	62.Know and understand the key financial ratios that are important indicators of success.	1 2 3 4 5
1 2 3 4 5	63.Be able to read and understand basic financial statements such as an income statement, balance sheet and cash flow projections.	1 2 3 4 5

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ABOUT SOME PERSONAL SKILLS

1 2 3 4 5	64. Be able to write effectively.	1 2 3 4 5
1 2 3 4 5	65. Be able to speak effectively in front of groups.	1 2 3 4 5
1 2 3 4 5	66. Be able to manage your own time effectively.	1 2 3 4 5
1 2 3 4 5	67. Be able to take your turn to lead meetings as required.	1 2 3 4 5
1 2 3 4 5	68. Be able manage your mental and physical health effectively.	1 2 3 4 5
1 2 3 4 5	69. Be able to balance the competing and sometimes conflicting demands from upper management, co-workers, clients and others and still get your work done.	1 2 3 4 5
1 2 3 4 5	70. Be able to learn effectively and continuously.	1 2 3 4 5
1 2 3 4 5	71. Be able to read and comprehend written materials, graphs, charts and displays.	1 2 3 4 5
1 2 3 4 5	72. Be able to use computers as a tool for doing your work.	1 2 3 4 5
1 2 3 4 5	73. Be able to negotiate effectively with others within or outside of the organization.	1 2 3 4 5

ABOUT INNOVATION AND CREATIVITY

1 2 3 4 5	74. Be able to identify and distinguish between that which must be maintained, stabilized and controlled and that which must be changed, improved or re-invented.	1 2 3 4 5
1 2 3 4 5	75. Be able to contribute to innovation in developing new products, services or processes.	1 2 3 4 5
1 2 3 4 5	76. Be able to work independently to create new products services or processes.	1 2 3 4 5
1 2 3 4 5	77. Be able to challenge the organization to get new ideas considered and adopted.	1 2 3 4 5

TASK-SPECIFIC COMPETENCIES (add competencies specific to your work area)

1 2 3 4 5	78.	1 2 3 4 5
1 2 3 4 5	79.	1 2 3 4 5
1 2 3 4 5	80.	1 2 3 4 5
1 2 3 4 5	81.	1 2 3 4 5
1 2 3 4 5	82.	1 2 3 4 5
1 2 3 4 5	83.	1 2 3 4 5