

Welcome to the Alberta Public Service (APS) Competencies Self-Assessment Questionnaire! We estimate that it will take approximately 20-30 minutes to complete the questionnaire – time well spent to learn more about yourself!

The purpose of this document is to provide you with an opportunity to learn more about the competencies you exhibit in the APS competency model, by answering some questions about the behaviours you demonstrate when you're doing your job. After answering the questions, the questionnaire will total your results, ask you to reflect on what they mean, and help you create a development plan to discuss with your supervisor in your performance excellence conversation. It features the ability to save the document so that you can come back to it later, or email it to yourself, a co-worker, mentor, career consultant or your supervisor for further discussion.

If you are new to your job, one way to use the questionnaire is to complete it based on the competencies you exhibit from your previous job and have a conversation with your supervisor about the competencies required in your new job.

For non-Government of Alberta employees this questionnaire can assist you with the job application process by helping you to identify examples of when you may have demonstrated a competency from your past and current experiences.

APS Behavioural Competencies

Competencies are the underlying characteristics of an employee (ie. knowledge, skills, abilities and behaviours) that contributes to individual and organizational performance. Within the APS, we have defined a set of 7 competencies that are considered critical to success for all APS employees. They are outlined below:

Achievement

- **Agility**
- **Drive for Results**

Relationship

- **Develop Networks**
- **Build Collaborative Environments**
- **Develop Self and Others**

Thinking

- **Systems Thinking**
- **Creative Problem Solving**



About the Questionnaire

This document is divided into 4 sections:

- **Section One** - will ask you to rate yourself on a number of key behaviours, and provide situational examples. Please keep in mind the behaviours that you actually demonstrate, not those that you intend to demonstrate.
- **Section Two** - provides you with your competency results. The scores associated with each question are not indicative of how well you do your job. Rather, it is intended to provide you with an evaluation of your competencies at this snapshot in time.
- **Section Three** - includes reflection questions to help you think about the competencies you may want to further develop when having your Performance Excellence conversation with your supervisor.
- **Section Four** - provides you with tools and resources to develop your competencies for current and future roles.

Section 1

How To Complete Your Self-Assessment

1. Please respond to each statement in the self-assessment by rating how characteristic the behaviour is of you when you are performing your job. Please try to keep behaviours that you actually demonstrate in mind, rather than those behaviours you intend to demonstrate. As this questionnaire is designed to be used by employees at all levels, many of these behaviours may be challenging to demonstrate in a consistent fashion. As such, when in doubt: rate yourself lower, and discuss your results with your supervisor or colleague.

2. For each item in this questionnaire you will be asked to respond to statements using the following rating scale:

This behaviour is characteristic of me...

1 = to a very small extent: I may demonstrate this behaviour, but only very rarely, if at all.

2 = to a small extent: I demonstrate this behaviour occasionally.

3 = to a moderate extent: I demonstrate this behaviour more often than not.

4 = to a large extent: I demonstrate this behaviour very often.

5 = to a great extent: I demonstrate this behaviour all the time.

- Check the most appropriate rating (1 to 5) for each statement.
 - If you feel very strongly that a behaviour is never required in your role, check off rating "1" i.e. - that the behaviour is required very rarely, if at all.
 - There is also space to jot down the example you were thinking about when completing each section, which can be helpful for discussion with your supervisor, or when preparing for job application processes.
3. Once you have completed all the statements for a competency, the questionnaire will calculate the total score. Please continue with the assessment until all 7 competencies have been completed. It is important to keep in mind that this assessment is a snapshot of your competencies in time. Hence, it is recommended that you set aside some time with your supervisor, mentor, career consultant or a trusted colleague to review your results to get a well rounded assessment of your level of competency.

Name:	Date (yyyy-mm-dd)
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Agility

Definition: Ability to anticipate, assess, and readily adapt to changing priorities, maintain resilience in times of uncertainty and effectively work in a changing environment.

How characteristic is this behaviour of me in my role?	To a very small extent		To a moderate extent		To a great extent	
1. I ask questions on change initiatives and their impacts.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
2. I change approaches as required to achieve intended outcomes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
3. I adapt to shifting priorities and rapid change.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
4. I stay positive during times of change.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
5. I work creatively within procedures to get results.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
6. I seek ways to do things better.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
7. I anticipate the emotional triggers of others, and try to mitigate reactions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
8. I anticipate obstacles to change and think ahead. I stay focused on goals despite pressure and stress.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
9. I take action to create opportunities.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
10. I can shift strategic focus quickly for changing organizational priorities.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
11. I alert and commit groups to the need for change and its implementation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
12. I proactively articulate and create momentum for organizational change.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
13. I anticipate and proactively address organizational barriers to change.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
AGILITY: TOTAL						0
Specific examples I was thinking about when completing this section:						

Drive for Results

Definition: Knowing what outcomes are important and maximizing resources to achieve results aligned with the goals of the organization, while maintaining accountability to each other and external stakeholders.

How characteristic is this behaviour of me in my role?	To a very small extent		To a moderate extent		To a great extent	
14. I prioritize work to accomplish identified goals, follow through, and report on progress.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
15. I ask for guidance when lacking information.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
16. I incorporate past learning's into work plans.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
17. I act on opportunities to partner with others to achieve outcomes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
18. I identify ways to exceed performance expectations.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
19. I monitor progress to detect problems early.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
20. I take responsibility for tasks within direct and indirect control.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
21. I put into place a strategy to ensure the team achieves future goals and objectives.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
22. I anticipate project barriers and address them in advance.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
23. I remove barriers to the achievement of outcomes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
24. I confront problems directly.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
25. I integrate plans with broader organizational initiatives.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
26. I provide bold advice to internal and external stakeholders.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
DRIVE FOR RESULTS: TOTAL						0
Specific examples I was thinking about when completing this section:						

Develop Networks

Definition: Proactively building networks, connecting, and building trust in relationships with different stakeholders.

How characteristic is this behaviour of me in my role?	To a very small extent	2	To a moderate extent	4	To a great extent
27. I seek to understand the perspectives of all stakeholders.	1	2	3	4	5
28. I demonstrate professional and courteous service.	1	2	3	4	5
29. I establish working relationships with clients, stakeholders and organizational members.	1	2	3	4	5
30. I actively support the client by making choices to meet their needs.	1	2	3	4	5
31. I use my understanding of others' points of view to strategically communicate.	1	2	3	4	5
32. I build trust by being open, and looking for mutually beneficial outcomes.	1	2	3	4	5
33. I understand how changes in government and its policies might impact clients and their needs.	1	2	3	4	5
34. I maintain communication with clients regarding expectations, progress of projects or helpful information.	1	2	3	4	5
35. I develop win/win relationships to achieve effective delivery of services.	1	2	3	4	5
36. I dig deep to uncover coworkers' or stakeholders' poorly expressed thoughts or feelings.	1	2	3	4	5
37. I provide services beyond clients' expectations by seeking out their underlying needs.	1	2	3	4	5
38. I effectively manage complex relationships, and use them to achieve the strategic plan.	1	2	3	4	5
39. I am strategic in the impression I make on others. I use common analogies to inspire and connect with others' values, beliefs and interests.	1	2	3	4	5

DEVELOP NETWORKS: TOTAL

0

Specific examples I was thinking about when completing this section:

Build Collaborative Environments

Definition: Leads and contributes to the conditions and environments that allow people to work collaboratively and productively to achieve outcomes.

How characteristic is this behaviour of me in my role?	To a very small extent		To a moderate extent		To a great extent	
40. I share information openly and honestly.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
41. I acknowledge that others' points of view are valid, even when they are different from my own.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
42. I demonstrate genuine respect of others' expertise, and I am willing to learn from others.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
43. I facilitate conflict resolution by initiating an open and respectful discussion of issues.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
44. I work with others to remove barriers to progress.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
45. I create processes and structures that facilitate communication.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
46. I promote collaboration and positive relationships within and across groups, and build commitment to reach desired results.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
47. I involve key stakeholders in developing solutions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
48. I identify issues and facilitate discussion to resolve conflict.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
49. I investigate, and use, strategies to build morale and productivity.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
50. I promote the sharing of expertise to achieve broader organizational outcomes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
51. I initiate strategic communication systems to reach all stakeholders.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
52. I articulate a vision that generates enthusiasm and commitment to action, and is aligned with the government's strategic direction.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	

BUILD COLLABORATIVE ENVIRONMENTS: TOTAL

0

Specific examples I was thinking about when completing this section:

Develop Self and Others

Definition: A commitment to lifelong learning and the desire to invest in the development of the long-term capability of yourself and others.

How characteristic is this behaviour of me in my role?	To a very small extent		To a moderate extent		To a great extent	
53. I make specific changes to improve personal performance.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
54. I offer knowledge or insight to others when asked.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
55. I acknowledge my own strengths and weaknesses.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
56. I stay current on a broad range of topics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
57. I contribute by sharing information, knowledge, and experiences, even when not asked.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
58. I build on the skills and knowledge of others to create results.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
59. I design a personal action plan to support career goals.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
60. I take on increased responsibility in "stretch" or developmental assignments.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
61. I give feedback in behavioural rather than personal terms, and gives specific suggestions for improvement.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
62. I keep up to date with emerging approaches, and share this information with others.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
63. I establish cross-departmental learning opportunities.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
64. I proactively garner information about the broader organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
65. I engage others in strategic thinking, and encourage them to take action in spite of barriers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
DEVELOP SELF AND OTHERS: TOTAL						0

Specific examples I was thinking about when completing this section:

Systems Thinking

Definition: The APS is part of a broad integrated and inter-related system. We should note that our work impacts a range of projects inside and outside the APS. This allows us to consider vast impacts and links.

How characteristic is this behaviour of me in my role?	To a very small extent		To a moderate extent		To a great extent	
66. I consider how my own work impacts the work of the team and vice versa.	1	2	3	4	5	
67. I ask questions to understand broader goals and objectives.	1	2	3	4	5	
68. I consider the inter-relationships between different approaches, including how they relate to other programs and/or other divisions/ministries.	1	2	3	4	5	
69. I seek insight about different options from both a people and organizational perspective.	1	2	3	4	5	
70. I identify unintended consequences of a plan.	1	2	3	4	5	
71. I consistently take a holistic and long-term view of challenges and opportunities at multiple levels across related areas.	1	2	3	4	5	
72. I plan outcomes for range of groups and stakeholders.	1	2	3	4	5	
73. I identify actions/plans that do not support the APS Vision and Values, and work to create alignment.	1	2	3	4	5	
74. I plan for how current policies, processes and methods might be affected by broader trends.	1	2	3	4	5	
75. I create strategies that support the Government's Vision and Values / Reaching Our Full Potential, as well as my department's goals.	1	2	3	4	5	
76. I identify system behaviours that challenge progress and address them or work around them.	1	2	3	4	5	
77. I align actions and advance program policy at the overall ministry and government-wide levels, because I take a big picture view.	1	2	3	4	5	
78. I use knowledge of the underlying problems, opportunities or the forces affecting the organization.	1	2	3	4	5	
SYSTEMS THINKING: TOTAL						0
Specific examples I was thinking about when completing this section:						

Creative Problem Solving

Definition: Ability to assess options and implications in new ways to achieve outcomes and solutions.

How characteristic is this behaviour of me in my role?	To a very small extent		To a moderate extent		To a great extent	
79. I break straightforward problems down into manageable components to identify what needs to be done.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
80. I am open to new ways of doing things.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
81. I ask questions to get a deeper understanding on issues.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
82. I improve activities and results by doing something new and different in the organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
83. I actively seek out different approaches to work.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
84. I engage different perspectives in seeking out root causes of problems.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
85. I set priorities and take calculated risks that result in optimizing resources and /or improving the delivery of services and operations.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
86. I encourage debate and group/team discussion to find solutions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
87. I use several analytical techniques to break apart complex situations or problems.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
88. I create a safe environment for creative thinking.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
89. I involve my team in the diagnosis of problems and the developing of solutions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
90. I eliminate barriers that stifle creativity (e.g. bureaucracy, traditional thinking/ structure).	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
91. I actively encourage others to innovate and expand their thinking.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	
CREATIVE PROBLEM SOLVING: TOTAL						0

Specific examples I was thinking about when completing this section:

Scoring Your Competency Self-Assessment Questionnaire

In the previous section, you were asked to respond to 13 behaviours for each competency. The scores and competency level for each competency have been calculated for you below. Your scores will range from 0 to 65 available points, and is an **estimation** of your current competency level. After reviewing your score, move on to Section 3 to reflect on the results, and Section 4 to explore how you can further develop your competencies for current and future roles.

Total Score	Competency Levels	APS Competencies	
65 pts	E	Thinking Competencies	
63		Systems Thinking	
61	D	Creative Problem Solving	
59		Competency Level	Total Score
57	C	Achievement Competencies	
55		Agility	
53	B	Competency Level	Total Score
51		Drive for Results	
49	A	Relationship Competencies	
47		Develop Networks	
45	A	Competency Level	Total Score
43		Build Collaborative Environments	
41	A	Develop Self and Others	
39		Competency Level	Total Score
37	A	Develop Self and Others	
35		Competency Level	Total Score
33	A	Develop Self and Others	
31		Competency Level	Total Score
29	A	Develop Self and Others	
27		Competency Level	Total Score
25	A	Develop Self and Others	
23		Competency Level	Total Score
21	A	Develop Self and Others	
19		Competency Level	Total Score
17	A	Develop Self and Others	
15		Competency Level	Total Score
13	A	Develop Self and Others	
13		Competency Level	Total Score