BC Assessment - Competencies

This document provides a list and description of all of BC Assessment's core competencies, as well as the "level" of competency required for a given position, as defined in each specific role's job description.

A behavioural competency is any motive, attitude, behaviour or other personal characteristic that is essential to perform the job and differentiates average from superior performance.

Behavioural competencies are the personal characteristics that describe HOW you carry out your job. Behavioural competencies describe what superior performers think and do more often, in more situations, with better results than average performers.

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Analytical Thinking

ANALYTICAL THINKING is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.

Levels:

1. Breaks Down Problems
2. Sees Basic Relationships
3. Sees Multiple Relationships
4. Makes Complex Plans or Analyses

Building Partnerships with Stakeholders

BUILDING PARTNERSHIPS WITH STAKEHOLDERS is the ability to build long-term or on-going relationships with stakeholders (e.g. someone who shares an interest in what you are doing). This type of relationship is often quite deliberate and is typically focused on the way the relationship is conducted. Implicit in this competency is demonstrating a respect for and stating positive expectations of the stakeholder.

Levels:

1. Understands Significance of Relationship Building
2. Identifies/Approaches Key Stakeholder Contacts
3. Seeks Partnership Building Opportunities
4. Organizes Involvement of Key Players
5. Develops Partnerships

Business Acumen

BUSINESS ACUMEN is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

Levels:

1. Understand Business Fundamentals
2. Aligns Current Actions With Organizational Goals
3. Thinks and Plans In Future Oriented Terms
4. Takes Action to Fit Service Plan

Change Management

CHANGE MANAGEMENT is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

Levels:

1. Speaks Out For Change
2. Links Change to Work Processes
3. Makes Change Real for Individuals/Group
4. Follows Through On Change Initiative

Commitment to Continuous Learning

COMMITMENT TO CONTINUOUS LEARNING involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward.

Levels:

1. Uses Current Knowledge
2. Has Interest in Own Field of Expertise
3. Keeps Current in Own Field of Expertise
4. Keeps Current with Business/Organizational Changes
5. Links Knowledge to Current User Needs
6. Maintains Broad Learning Perspective

Conceptual Thinking

CONCEPTUAL THINKING is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.

Levels:

1. Uses Basic Rules
2. Sees Patterns
3. Applies Complex Concepts
4. Clarifies Complex Data or Situations
5. Creates New Concepts

Concern For Image Impact

CONCERN FOR IMAGE IMPACT is an awareness of how one's self, one's role and the organization are seen by others. The highest level of this competency involves an awareness of, and preference for, respect for the organization by the community. Concern for Image Impact is particularly appropriate for senior management positions.

Levels:

1. Expresses Concern About Image of Role
2. Sets Boundaries of Role
3. Recognizes Impact of Own Role
4. Describes Public Impact of Organization
5. Works to Promote Organizational Image

Concern For Order

CONCERN FOR ORDER reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.

Levels:

1. Shows General Concern for Order and Clarity
2. Checks Own Work
3. Monitors Own or Others' Work for Order
4. Monitors Data or Projects

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Conflict Management

CONFLICT MANAGEMENT is the ability to develop working relationships that facilitate the prevention and/or resolution of conflicts within the organization.

Levels:

1. Notices Conflict
2. Addresses Conflict as it Happens
3. Reduces and Resolves Conflict in a Proactive Manner
4. Promotes Constructive Conflict Management
5. Creates an Open Environment Where Conflict is Employed Positively

Continuous Development

CONTINUOUS DEVELOPMENT involves proactively taking actions to improve personal capability to meet organizational goals. It involves being willing to assess one's level of development, expertise and performance relative to one's current job, or as part of focused career planning.

Levels:

1. Updates Job Knowledge/Skills
2. Initiates Self-Development
3. Actively Seeks Feedback for Performance Enhancement
4. Takes Responsibility for Personal Career Development

Customer/Client Development

CUSTOMER/CLIENT DEVELOPMENT involves the genuine intent to foster the learning or development of a diverse clientele. "Customers/clients" include the public, internal clients, colleagues, partners, co-workers, peers, branches, agencies and other government organizations.

Levels:

1. Shares Knowledge
2. Takes Action to Increase Customer's/Client's Effectiveness
3. Gives Constructive Feedback
4. Coaches for Performance Improvement
5. Encourages Independence

Decisive Insight

DECISIVE INSIGHT combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.

Levels:

1. Responds to Situations at Face Value
2. Breaks Down Problems to Reach a Decision
3. Sees Patterns or Basic Relationships or Connections When Problem Solving
4. Sees Multiple Relationships and Can Make Effective Decisions with Limited Information
5. Makes Complex Plans or Analyses and Reaches Effective Decisions in Ambiguous Situations

Empowerment

EMPOWERMENT is the ability to share responsibility with individuals and groups so that they have a deep sense of commitment and ownership. People who practice empowerment participate and contribute at high levels, are creative and innovative, take sound risks, are willing to be held accountable and demonstrate leadership. They also foster teamwork among employees, across government and with colleagues, and, as appropriate, facilitate the effective use of teams.

Levels:

1. Expresses Positive Expectations
2. Delegates Routine Tasks
3. Demonstrates Trust
4. Lets Others Lead, Encourages Others
5. Delegates Fully

Engaging External Partners

ENGAGING EXTERNAL PARTNERS identifies and involves external stakeholders in order to foster long term partnerships.

Levels:

1. Advises & Informs Staff
2. Identifies Opportunities for Stakeholder Involvement
3. Actively Seeks Input/Participation from Stakeholders
4. Recommends New Partnerships
5. Sets Strategy/Direction for Partnerships

Expertise

EXPERTISE includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.

Levels:

1. Answers Questions
2. Provides Extra Knowledge
3. Demonstrates Depth of Knowledge
4. Advocacy

Flexibility

FLEXIBILITY is the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as situations change and accepting changes within one's own job or organization.

Levels:

1. Values Need for Flexibility
2. Demonstrates Flexibility
3. Adapts Approach
4. Adapts Strategy

Holding People Accountable

HOLDING PEOPLE ACCOUNTABLE involves setting high standards of performance and holding team members, other government jurisdictions, outside contractors, industry agencies, etc., accountable for results and actions.

Levels:

1. Wants Expectations Clear
2. Sets Clear, Consistent Goals
3. Expects High Performance
4. Holds People Accountable for Performance SA
5. Takes Effective Action on Performance

Impact and Influence

IMPACT AND INFLUENCE is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.

Levels:

1. States Intention but Takes No Specific Action
2. Takes a Single Action to Persuade
3. Takes Multiple Actions to Persuade
4. Calculates the Impact of One's Actions or Words
5. Uses Indirect Influence
6. Uses Complex Influence Strategies

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Improving Operations

IMPROVING OPERATIONS is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within BCA. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

Levels:

1. Stays Up To Date
2. Applies Expertise
3. Challenges Status Quo
4. **Creates Improvements**

Information Seeking

INFORMATION SEEKING is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.

Levels:

1. Asks Questions
2. Personally Investigates
3. Digs Deeper
4. Does Research
5. Uses Own Ongoing Systems

Initiative

INITIATIVE involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities. As such, initiative can be seen in the context of proactively doing things and not simply thinking about future actions. Formal strategic planning is not included in this competency.

Levels:

1. Addresses Current Opportunities or Problems
2. Acts 1-3 Months Ahead
3. Actions 4-12 Months Ahead
4. Acts Over a Year Ahead

Innovation

INNOVATION indicates an effort to improve performance by doing or promoting new things, such as introducing a previously unknown or untried solution or procedure to the specific area or organization.

Levels:

1. Challenges Status Quo
2. Takes Action New to the Job or Area
3. Does Things New to the Organization
4. Does Things New to BC Assessment/Public or Private Sector
5. Encourages Innovation in Others

Integrity

INTEGRITY refers to actions that are consistent with what one says are important. People with integrity "walk the talk" by communicating intentions, ideas and feelings openly and directly, and welcoming openness and honesty even in difficult negotiations.

Levels:

1. Is Open and Honest About Work Situations
2. Takes Actions That Are Consistent With Values and Beliefs
3. Acts on Values When It Is Not Easy To Do So
4. Takes Action Based On Values When Significant Cost or Risk Is Associated With Doing So

Listening, Understanding and Responding

LISTENING, UNDERSTANDING AND RESPONDING is the desire and ability to understand and respond effectively to other people from diverse backgrounds. It includes the ability to understand accurately and respond effectively to both, spoken and unspoken, or partly expressed thoughts, feelings and concerns of others. People who demonstrate high levels of this competency show a deep and complex understanding of others, including cross-cultural sensitivity.

Levels:

1. Listens and Responds to Expressed Emotions
2. Understands and Responds to Unexpressed Emotions
3. Understands and Responds to Underlying Issues
4. Anticipates and Plans for Future Interactions

Long Term Focus

LONG-TERM FOCUS combines reasoned and realistic judgement and commitment to key outcomes. It demands a blending of visionary thought and drive with pragmatism and perseverance, and has been described as "steering a steady course through uncharted or difficult waters". Individuals with this competency have the ability to maintain the commitment of others, and rely upon self-confidence and insight to meet individual, situational or organizational challenges.

Levels:

1. Basis Decisions on Facts
2. Makes Thoughtful Judgements
3. Maintains Focus
4. Acts for the Long Haul

Managing Organizational Resources

MANAGING ORGANIZATIONAL RESOURCES is the ability to understand and effectively manage organizational resources (e.g. People, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g. client satisfaction) and quantitative (e.g. service costs) needs.

Levels:

1. Understands
2. Pursues Resource Effectiveness
3. Advocates Effective Utilization
4. Benefits the Organization

Organizational Awareness

ORGANIZATIONAL AWARENESS includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

Levels:

1. Understands Formal Structure
2. Understands Informal Structures
3. Understands Climate and Culture
4. Understands Organizational Politics
5. Understands Underlying Organizational Issues

Organizational Commitment

ORGANIZATIONAL COMMITMENT is the ability and willingness to align one's own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.

Levels:

1. Behaves in a Professional Manner
2. Actively Supports the Organization
3. Demonstrates Personal Commitment
4. Takes Tough Stands
5. Acts for Greater Good of Organization

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Partners With Stakeholders

PARTNERS WITH STAKEHOLDERS is the desire to work co-operatively with all stakeholders to meet mutual goals. It involves awareness that a relationship based on trust is the foundation for success in delivering results.

Levels:

1. Maintains Contact
2. Uncovers Stakeholders True Needs
3. Provides a Broad Perspective
4. Acts as a Trusted Advisor

Planning, Organizing and Coordinating

PLANNING, ORGANIZING AND COORDINATING involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.

Levels:

1. Prioritizes Own Work
2. Prioritizes and Develops Plans for Others Work
3. Develops and Implements Plans for Complex Projects
4. Helps Group Plan, Organize and Coordinate Their Work Effectively

Problem Solving And Judgement

PROBLEM SOLVING/JUDGEMENT is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Levels:

1. Breaks Down Problems
2. Sees Basic Relationships
3. Sees Multiple Relationships
4. Makes Complex Plans or Analyses

Reflecting On Difficulties

REFLECTING ON DIFFICULTIES is the willingness to "work through" the personal experience of having contributed to an unsuccessful outcome. It is expressed by how individuals explain problems, failures or negative events and what they have learned from those difficulties.

Levels:

1. Recognizes Lack of Success
2. Remains Positive
3. Takes Responsibility
4. Learns From Mistakes and Successes
5. Shares Learning With Team

Relationship Building

RELATIONSHIP BUILDING is working to build or maintain ethical relationships or networks or contacts with people who are, or may be, potentially helpful in achieving work-related goals and establishing advantages. These people may include customers, clients, counterparts, colleagues, etc.

Levels:

1. Builds Rapport
2. Develops Longer-Term Relationships
3. Uses Relationships
4. Creates Opportunities to Initiate Relationships
5. Builds a Network of External Relationships

Results Orientation

RESULTS ORIENTATION is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a Results Orientation.

Levels:

1. Wants to Do Job Well
2. Creates Own Measures of Excellence
3. Improves Performance
4. Delivers to Meet Challenging Goals
5. Makes Cost-Benefit Analyses
6. Takes Calculated Entrepreneurial Risks

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Self Confidence

SELF-CONFIDENCE is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decision or opinions.

Levels:

1. Presents Self Confidently
2. Demonstrates Autonomy
3. Has Confidence In Own Ability
4. Chooses Challenges
5. Remains Confident in Difficult Situations

Self Control

SELF-CONTROL is the ability to keep one's emotions under control and restrain negative actions when provoked, faced with opposition or hostility from others, or when working under stress. It also includes the ability to maintain stamina under continuing stress.

Levels:

1. Restrains Emotional Impulses
2. Responds Calmly
3. Calms Others
4. Manages Stress Effectively

Service Orientation

SERVICE ORIENTATION implies a desire to identify and serve customers/clients, who may include the public, colleagues, partners (e.g. educational institutes, non-government organizations, etc.), co-workers, peers, branches, ministries/agencies and other government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.

Levels:

1. Follows Up
2. Maintains Clear Communication
3. Takes Personal Responsibility
4. Takes Action for the Customer/Client
5. Addresses Underlying Customer/Client Needs
6. Uses a Long-Term Perspective

Strategic Orientation

STRATEGIC ORIENTATION is the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices.

Levels:

1. Understands Strategies
2. Aligns Current Actions With External Strategic Goals
3. Thinks In Strategic (Future-Oriented) Terms
4. Links Current Action or Daily Tasks to Strategies (Own or External) or a Long-Term Perspective
5. Understands External Impact on Internal Strategy
6. Plans Actions to Fit Strategy (Own or Outside) and Meet External Events

Teamwork and Cooperation

TEAMWORK AND COOPERATION is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

Levels:

1. Co-operates
2. Expresses Positive Expectations of Team
3. Solicits Input
4. Encourages Others
5. Builds Team Spirit