

# Competencies Assessment Form

## Administration

### Center Organization

1. Handling of mail
2. Messages
3. Setting appointments
4. Task lists
5. Work scheduling

### Computer Programs

1. WordPerfect 6
2. Windows
3. Electronic Mail
4. Welcom

### Documentation and Comprehension

1. Complete and file client forms and documentation
2. Able to use a Table of Contents and Subject Index
3. Able to follow office procedures and manuals
4. Compile statistical information

### Managing Budgets

1. Understands the budget process
2. Aware of budget allocation
3. Tracks expenditures to ensure compliance with budget
4. Forecasts capital and expense requirements

## **Managing Files**

1. Explain why a good filing procedure is important
2. Describe the (6) techniques for maintaining an orderly filing system
3. Able to name and recognize documents and forms found in a client file
4. Sort documents, forms, records and files in appropriate order
5. Able to describe the purpose of documents, files and forms
6. Able to identify which files, documents and forms are current

## **Office Equipment**

1. Telephone
2. Fax
3. Photocopier
4. Computer

## **Client Focus**

### **Client Focus**

1. Able to gather information about client and his/her situation/needs
2. Able to describe culturally different standards and behaviors
3. Builds client trust and relationships
4. Elicits client feedback
5. Successfully arranges client visit/appointment
6. Follows up and maintains clear communication
7. Takes personal responsibility to assist client with all medical and social needs
8. Arranges referrals and other professional interventions as appropriate

## **Communications**

### **Impact and Influence**

1. Presents technical arguments
2. Uses multiple arguments to persuade
3. Negotiates
4. Uses complex influence strategies
5. Influences multiple stakeholders

### **Listening, Understanding and Responding**

1. Listens
2. Acknowledges receipt of instructions
3. Understands non-verbal clues
4. Understands cultural influences on communication
5. Actively listens responsively before drawing conclusions
6. Effective use of empathy
7. Acts to help
8. Accurate assessment of issue or concerns
9. Responds in a clear, concise and well organized manner

## **Making Presentations**

1. Gather and organize information
2. Prepare a speech for presentation
3. Speak clearly, slowly and control voice volume
4. Use simple, understandable words and phrases
5. Describe techniques for maintaining audience interest
6. Appropriate use of visual aids

## **Writing Skills**

1. Fills in all forms clearly and concisely
2. Writes clearly, concisely and in an organized manner
3. Writes complex reports and documents
4. Prepares educational and media materials

## **Continuous Improvement**

### **Concern For Order**

1. Keeps an organized work environment
2. Checks own work
3. Shows general concern for order and clarity
4. Monitors work of others and ensures quality
5. Tracks data and co-ordinates projects
6. Develops systems

### **Innovation**

1. Uses Basic Rules
2. Recognizes Patterns
3. Contributes to New Ideas
4. Applies and Adapts Concepts
5. Thinks Creatively

### **Problem Solving**

1. Breaks down problems

2. Sees basic relationships and multiple relationships
3. Devises plans or conducts complex analyses
4. Writes clear, simple problem statements
5. Writes clear, appropriate problem goals and tasks
6. Develops creative, innovative solutions
7. Creates new concepts from time to time

### **Seeks Information**

1. Asks questions
2. Personally investigates
3. Digs deeper
4. Involves others
5. Does research
6. Uses personal ongoing systems of information gathering

### **Total Quality Techniques**

1. Understands the basics of total quality
2. Manages by process
3. Uses good measurement techniques
4. Uses good data analysis techniques
5. Implements the concepts of total quality
6. Leads organizational transformation

## **Leadership**

### **Challenging Bureaucracy**

1. Removes immediate roadblocks
2. Challenges the status quo
3. Addresses cultural/corporate barriers

### **Coaching**

1. Takes action to increase people's effectiveness
2. Gives on the spot work progress discussions and behavioral feedback
3. Coaches for performance and encourages personal and professional development
4. Possesses mediation, negotiation and conflict resolution techniques
5. Encourage involvement and initiative

### **Employee Development**

1. Establishes Job Definition Worksheets for each position and employee
2. Identifies and assesses skill and competencies
3. Provides ongoing positive performance feedback
4. Take action to correct an employees unsatisfactory performance
5. Develops and reviews quarterly development plans for each employee
6. Develops a variety of on-the-job training initiatives

### **Personal Leadership**

1. Takes personal responsibility
2. Uses authority appropriately
3. Inspires others
4. Leads and manages change
5. Envisions the future
6. Conceptualizes strategically

### **Team Leadership**

1. Informs
2. Promotes team efficiency

3. Positions himself/herself as a leader
4. Establishes/communicates a compelling vision
5. Develops a long term direction

### **Initiative**

1. Takes direction
2. Addresses current opportunities or problems
3. Thinks beyond today
4. Plans for the future
5. Uses a long term perspective

## **Organizational Awareness**

### **Knowledge of Mandate**

1. Able to explain mission statement
2. Able to explain philosophy and vision
3. Understands Goals, Objectives and Values

### **Knowledge of Regulations, Policies and Procedures**

1. Has knowledge of and follows regulations, policies and procedures
2. Interprets regulations, policies and procedures for daily practice
3. Develops new policies and procedures

### **Understanding Organization Politics**

1. Understands formal structures
2. Understands informal structures and political issues
3. Uses available resources
4. Understands climate and culture
5. Uses organizational power politics

6. Understands extra-organization politics

### **Strategic Business Perspective**

1. Understands basic business fundamentals
2. Understands business environment
3. Speaks in business terms and is able to maintain good business relations
4. Thinks in business terms
5. Fits business strategy with external environment
6. Builds a network of contacts

## **Self Management**

### **Achievement Orientation**

1. Aims at a job well done
2. Demonstrates an ability to learn
3. Improves performance
4. Sets challenging goals
5. Sets challenging stretch goals

### **Decision Making**

1. Shows good judgement
2. Willing to make decisions quickly under pressure
3. Decisions are high quality

### **Flexibility**

1. Adapts to changing methodologies, procedures and trends
2. Applies rules flexibly and adapts to the situation
3. Operates well in a dynamic environment
4. Practices appropriate stress management techniques

### **Persistence**

1. Sustains effort when faced with adversity or ambiguous situations
2. Shows perseverance in effort and/or redirects efforts if need be

## **Personal Development**

1. Demonstrates self awareness
2. Initiates self-development
3. Creates and implements long term plan
4. Aware of activities and services offered by professional associations

## **Self Confidence**

1. Has confidence in own ability and presents self confidently
2. Acts independently
3. States confidence in own ability
4. Accepts and gives constructive criticism
5. Seeks out and is stimulated by challenging goals

## **Self Control**

1. Restrains strong emotions and resists temptation to behave impulsively
2. Copes with difficult situations and responds calmly
3. Manages longer-term stress effectively
4. Responds constructively and helps others manage stress and takes action

## **Values Diversity**

1. No demonstration of overt or inadvertent prejudice or bias
2. Monitors and modifies own behaviors
3. Values differences and diversity
4. Coaches and educates others whose behavior is contrary to appreciating diversity

## **Teamwork**

### **Empowerment**

1. Delegates routine tasks
2. Uses judgment when delegating
3. Supports and encourages others
4. Shares power fully

## **Teamwork**

1. Expresses positive expectations
2. Shares information
3. Builds rapport, trust, confidence and mutual support
4. Cooperates/creates alignment
5. Facilitates and guides team process
6. Builds team spirit
7. Demonstrates team mastery
8. Makes work-related contacts
9. Makes occasional informal

## **Work Involvement**

### **Commitment To Authority/Supervision**

1. Understands the significance of authority
2. Consults with a supervisor or health professional as appropriate
3. Responds to suggestions and takes prompt action

### **Commitment to Job**

1. Displays interest and enthusiasm
2. Takes initiative
3. Quality and quantity of work
4. Is punctual, on the job and working a full shift
1. Dependability
2. Sets timelines
5. Plans and organizes own work and time

### **Follows Protocols**

1. Understands local, regional and territorial departmental structure
2. Aware of and follows all relevant protocols and procedures
3. Assists in revamping or developing protocols and procedures

### **Contributes to a Healthy Work Environment**

1. Maintains a professional attitude, especially under pressure

2. Can maintain priorities when working under pressure