

Self-Assessment





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SELF-ASSESSMENT

BACKGROUND

To prepare our department to meet the challenges of the 21st century, DIAND has adopted an approach to leadership that includes everyone. In a collaborative effort by employees from across the country, at all levels and in all functions, together we created the DIAND Leadership Profile.

This Profile outlines key competencies* and values that will help us create a positive work environment and achieve our organization's goals. The Profile is intended as a guide for recruitment, performance measurement and learning* and development, and the Self-Assessment is intended as a tool for you to focus your learning and development on the six key competencies which are encouraged in DIAND.

THE KEY POINT

TO REMEMBER IS:

At DIAND, leadership is seen as a set of competencies and values that belong to EVERYONE rather than being found in certain positions or restricted to particular hierarchical levels. Therefore, the same competencies, values and behavioural indicators apply to every individual working in the organization.

WHY SHOULD I COMPLETE THIS SELF-ASSESSMENT?

The Self-Assessment is a reflection of the DIAND Leadership Profile; it can help you with your personal development by determining your strengths and developmental opportunities. With this information, you will be able to set personal learning goals and design a learning plan* that will help you enhance and expand your competencies. You may choose to discuss the results of your Self-Assessment or your learning plan with your supervisor, manager or mentor*. Completing the Self-Assessment can help you prepare for future job or assignment opportunities; reviewing your past performance will bring to mind specific examples that can be useful in preparing your resume or participating in behaviour-based interviews*.

* Definitions can be found on page 4 under Key Words and Phrases.

ABOUT THE SELF-ASSESSMENT

Part A outlines the six key competencies: Communication; Team Building and Facilitation; Win-Win Negotiation; Flexibility and Innovation; Risk Taking; and Seeing the Big Picture. There are 54 questions, followed by instructions on how to summarize your results, how to interpret them, and how to take action based on that interpretation.

Part B includes a set of eight values that emerged as fundamental to DIAND during consultations across the department. They are Respect, Balance, Integrity, Honesty, Fairness, Transparency, Commitment to Learning and Mutual Support. The purpose of Part B is to acquaint you with the set of eight values which accompany the Leadership Profile and to help you to become more aware of or to re-affirm your personal values in relation to those of the organization.

THINGS TO KEEP IN MIND WHEN COMPLETING THE SELF-ASSESSMENT

- 1.** Choose a place where you will not be disturbed and will be able to reflect quietly.
- 2.** We suggest that you complete the assessment when you have sufficient time to answer all the questions (approximately 60 minutes). However, you may prefer to complete the assessment in short sessions over a period of time (e.g., three 20-minute sessions over a 5-day period).
- 3.** Be realistic and objective about your qualities and behaviours; your results will be meaningful only if you are honest.
- 4.** At first glance, some of the questions may not seem to apply to your particular job. Thinking about your activities or experiences outside the job may help you find examples of how the behaviour applies to you. For example, you do not have to be a “negotiator” to demonstrate Win-Win Negotiation. As an individual, you may negotiate with consultants regarding contracts, or with your manager about taking leave, or with committee/team members about dividing work responsibilities.
- 5.** Trust your instincts; your first response is likely the most accurate.
- 6.** As you progress with your initial learning plan, you can complete this assessment again on a six-month or an annual basis. This will help you to build your list of competencies by writing in recent examples as they occur.

KEY WORDS AND PHRASES

BEHAVIOUR-BASED INTERVIEW	is a technique to evaluate a candidate's past experience and behaviour in order to determine potential success.
A COMPETENCY	is how an individual applies his/her skills, knowledge and experience. In the federal Public Service competencies are normally referred to as "those characteristics of an individual which underlie performance or behaviour at work." ¹
LEARNING	is any of a variety of ways to gain knowledge, skills and abilities and enhance competencies. Some examples are reading, videos, audio cassettes, computer-based training, courses, seminars, workshops, participating on committees or in discussion groups, workouts, learning teams, etc.
LEARNING PLAN	is a plan prepared on an annual basis which focuses on the training and developmental requirements of an individual.
LEARNING TEAM	is a self-directed group of six to eight people who help each other meet individual, group and departmental goals through active learning.
MENTORING	is a learning relationship in which a more experienced, knowledgeable advisor (the mentor) helps another person (the associate) to learn and to grow. It is a partnership, and both participants play equal roles in managing it.
TRAINING	is an instructor-led activity held in a classroom forum and is one of the ways people choose to learn.

¹ *Part 1: Introduction, The Wholistic Competency Profile: A Model, Len W. Slivinski, Jennifer Miles, Public Service Commission, June 1996*

PART A ASSESSING YOUR COMPETENCIES

INSTRUCTIONS

1. Using the scale provided at the top of each page, assess how frequently you demonstrate each behaviour.
2. Next, reflect for a few moments to recall a recent example when you demonstrated the behaviour

Writing these examples will help you to recognize, in very concrete terms, your own behaviour and actions that illustrate and support each competency. This will also help you to better explain your competencies to others or during a behaviour-based interview.

Part A of the Self-Assessment addresses the six competencies found in the Leadership Profile:

COMMUNICATION

Exchanging information and ideas, using media and methods to foster understanding and build productive working relationships both inside and outside DIAND.

TEAM BUILDING AND FACILITATION

Working hard to create an environment where people work together and are inspired to contribute their full potential to the establishment and accomplishment of mutual goals.

WIN-WIN NEGOTIATION

Building on common interests to achieve results that are acceptable to all parties involved, nurturing productive working relationships within and outside DIAND.

FLEXIBILITY AND INNOVATION

Seeking out new opportunities and solutions by looking for better ways to get the job done, and by thriving on change and continuous improvement.

RISK TAKING

Taking reasonable risks in order to achieve desired results, in an environment of mutual support, and in light of stakeholder considerations.

SEEING THE BIG PICTURE

Understanding how the parts of DIAND contribute to the department as a whole, how DIAND links with the rest of the federal Public Service, with its First Nations and Northern partners as well as other levels of government, and how it contributes to the evolving future of Canada in the global context.

5 Almost Always **4 Often** **3 Sometimes** **2 Rarely** **1 Almost Never**

1. I am accessible and available for communication.

A recent example:

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2. I encourage teamwork in order to strengthen internal and external networks.

A recent example:

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3. I demonstrate a win-win philosophy when I interact with people inside and outside the department.

A recent example:

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4. I challenge the status quo by exploring new ways to do business, and I encourage others to do the same.

A recent example:

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5. I take reasoned risks in order to achieve organizational goals.

A recent example:

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5 Almost Always **4** Often **3** Sometimes **2** Rarely **1** Almost Never

6. I show sensitivity to both the internal and external environment by seeking and sharing information across boundaries.

A recent example:

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7. I show sensitivity to various audiences by engaging their attention and adapting messages to suit them.

A recent example:

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8. I put team goals first by understanding and articulating them clearly.

A recent example:

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.....

9. When I am preparing to negotiate, I make sure that I understand the mandate, key issues and limitations.

A recent example:

.....

.....

.....

10. I find ways to say “yes,” get things done and use new approaches and technologies while guided by departmental principles and goals.

A recent example:

.....

.....

.....

5 Almost Always **4 Often** **3 Sometimes** **2 Rarely** **1 Almost Never**

11. I identify and acknowledge both the short- and long-term impacts of risk.

A recent example:

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.....

12. I cultivate productive relationships with partners and stakeholders.

A recent example:

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13. I frame individual communications within the larger contexts.

A recent example:

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14. I recognize and manage difficult relationships by encouraging people to value other viewpoints and focus on the issues.

A recent example:

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15. I strive to understand the underlying interests of all parties by listening and discussing a wide range of possible solutions.

A recent example:

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5 Almost Always **4** Often **3** Sometimes **2** Rarely **1** Almost Never

16. I build teams and manage projects in a flexible way that fosters creativity.

A recent example:

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17. I review and analyze available facts and exercise good judgement before taking action.

A recent example:

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18. I demonstrate an understanding of what DIAND and its partners can accomplish together by articulating the Mission and its implications, and by using it consistently to integrate new information, guide decisions and focus activities.

A recent example:

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19. I share relevant information and expectations openly, honestly, clearly, concisely and in a timely fashion.

A recent example:

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20. I seek out and welcome diverse ideas, skills and interests, and I use them to achieve team goals.

A recent example:

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.....

5 Almost Always **4** Often **3** Sometimes **2** Rarely **1** Almost Never

21. I set aside personal agendas in order to achieve results that are acceptable to everyone.

A recent example:

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22. I recognize and address the impact of new opportunities on others; I listen to their concerns and explain both the reasons for change and its effects.

A recent example:

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23. I promote risk taking by applying the widest possible interpretation of policy.

A recent example:

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24. I understand the implications of today's work in tomorrow's context, and I plan accordingly.

A recent example:

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.....

25. I listen actively and ask questions with an open mind.

A recent example:

.....

.....

.....

5 Almost Always **4 Often** **3 Sometimes** **2 Rarely** **1 Almost Never**

26. I help to create a nurturing climate by valuing all team members, treating each fairly, and by supporting their development equitably.

A recent example:

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27. I focus on interests and not positions by disclosing my own interests in a straightforward manner and by remaining calm and poised in stressful situations.

A recent example:

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28. I understand that individuals respond to change differently, I understand their resistance and help them adjust.

A recent example:

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29. I facilitate understanding and “buy in” by discussing my rationale for taking particular risks.

A recent example:

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30. I recognize and adapt to regional and sectoral differences by putting specific priorities, initiatives, actions and decisions into the broader context.

A recent example:

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5 Almost Always **4** Often **3** Sometimes **2** Rarely **1** Almost Never

31. I show sensitivity toward others by seeking to understand them before seeking to make myself understood.

A recent example:

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32. I share leadership and help the team become interdependent by facilitating participation and group interaction.

A recent example:

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33. When negotiating, I begin by looking for areas of agreement.

A recent example:

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34. I commit to continuous improvement by questioning myself and others, and by acknowledging mistakes and learning from them.

A recent example:

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35. Before taking a reasoned risk, I prepare a fallback position to limit any possible negative consequences.

A recent example:

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5 Almost Always **4** Often **3** Sometimes **2** Rarely **1** Almost Never

36. I demonstrate to others how various internal and external functions interrelate.

A recent example:

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37. I check assumptions before taking action.

A recent example:

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38. I demonstrate enthusiasm and recognition for people and projects by sharing accountability.

A recent example:

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39. I take into account personal and cultural differences when negotiating.

A recent example:

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40. When attempting to solve problems, I seek out ideas from a variety of sources.

A recent example:

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5 Almost Always **4 Often** **3 Sometimes** **2 Rarely** **1 Almost Never**

41. I am confident in voicing my opinions and I am willing to be held accountable for my recommendations and actions.

A recent example:

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42. I avoid duplicating work by encouraging others to share resources and processes throughout DIAND and with its partners.

A recent example:

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43. I offer and receive feedback and constructive criticism in the interest of improving my own effectiveness.

A recent example:

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44. I act as a role model for building and sustaining a team culture.

A recent example:

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45. When I negotiate, I recognize the importance of people by trusting them and treating them with fairness and dignity.

A recent example:

.....

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.....

5 Almost Always **4** Often **3** Sometimes **2** Rarely **1** Almost Never

46. I seek opportunities to build partnerships and integrate processes, products and systems by learning from others, both inside and outside DIAND.

A recent example:

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47. I streamline reporting requirements and eliminate red tape where possible.

A recent example:

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48. I alert others to issues that affect them by explaining the “why” as well as the “what” and the “how.”

A recent example:

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49. I help to relieve stress by finding ways to laugh and have fun at work.

A recent example:

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50. I empower the team and trust them to deal with real problems by allowing time for consensus to develop.

A recent example:

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5 Almost Always **4** Often **3** Sometimes **2** Rarely **1** Almost Never

51. I keep my promises and fulfill my commitments.

A recent example:

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52. I take changing priorities and new developments in stride, even in the face of ambiguity.

A recent example:

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53. I empower others to take risks, support them when things go wrong, and encourage them to learn from setbacks and failures.

A recent example:

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54. I am sensitive to the need for balance between people's personal and professional lives.

A recent example:

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PART A SUMMARIZING YOUR RESULTS

Step 1 Turn back to the pages where you assessed how often you demonstrated the six key competencies (questions 1 through 54) and transcribe your ratings onto the following charts. Each question has been aligned with the competency it represents. Please calculate the total for each competency by adding up the ratings of the nine related questions.

REMEMBER: Your total should range between 9 and 45.

COMMUNICATION

RATING

1.	I am accessible and available for communication.	
7.	I show sensitivity to various audiences by engaging their attention and adapting messages to suit them.	
13.	I frame individual communications within the larger contexts.	
19.	I share relevant information and expectations openly, honestly, clearly, concisely and in a timely fashion.	
25.	I listen actively and ask questions with an open mind.	
31.	I show sensitivity toward others by seeking to understand them before seeking to make myself understood.	
37.	I check assumptions before taking action.	
43.	I offer and receive feedback and constructive criticism in the interest of improving my own effectiveness.	
49.	I help to relieve stress by finding ways to laugh and have fun at work.	
TOTAL		

TEAM BUILDING AND FACILITATION

RATING

2. I encourage teamwork in order to strengthen internal and external networks.	
8. I put team goals first by understanding and articulating them clearly.	
14. I recognize and manage difficult relationships by encouraging people to value other viewpoints and focus on the issues.	
20. I seek out and welcome diverse ideas, skills and interests, and I use them to achieve team goals.	
26. I help to create a nurturing climate by valuing all teams members, treating each fairly, and by supporting their development equitably.	
32. I share leadership and help the team become interdependent by facilitating participation and group interaction.	
38. I demonstrate enthusiasm and recognition for people and projects by sharing accountability.	
44. I act as a role model for building and sustaining a team culture.	
50. I empower the team and trust them to deal with real problems by allowing time for consensus to develop.	
TOTAL	

WIN-WIN NEGOTIATION

RATING

3. I demonstrate a win-win philosophy when I interact with people inside and outside the department.	
9. When I am preparing to negotiate, I make sure that I understand the mandate, key issues and limitations.	
15. I strive to understand the underlying interests of all parties by listening and discussing a wide range of possible solutions.	
21. I set aside personal agendas in order to achieve results that are acceptable to everyone.	
27. I focus on interests and not positions by disclosing my own interests in a straightforward manner and by remaining calm and poised in stressful situations.	
33. When negotiating, I begin by looking for areas of agreement.	
39. I take into account personal and cultural differences when negotiating.	
45. When I negotiate, I recognize the importance of people by trusting them and treating them with fairness and dignity.	
51. I keep my promises and fulfill my commitments.	
TOTAL	

FLEXIBILITY AND INNOVATION

RATING

4. I challenge the status quo by exploring new ways to do business, and I encourage others to do the same.	
10. I find ways to say “yes,” get things done and use new approaches and technologies while guided by departmental principles and goals.	
16. I build teams and manage projects in a flexible way that fosters creativity.	
22. I recognize and address the impact of new opportunities on others; I listen to their concerns and explain both the reasons for change and its effects.	
28. I understand that individuals respond to change differently, I understand their resistance and help them adjust.	
34. I commit to continuous improvement by questioning myself and others, and by acknowledging mistakes and learning from them.	
40. When attempting to solve problems, I seek out ideas from a variety of sources.	
46. I seek opportunities to build partnerships and integrate processes, products and systems by learning from others, both inside and outside DIAND.	
52. I take changing priorities and new developments in stride, even in the face of ambiguity.	
TOTAL	

RISK TAKING

RATING

5.	I take reasoned risks in order to achieve organizational goals.	
11.	I identify and acknowledge both the short- and long-term impacts of risk.	
17.	I receive and analyze available facts and exercise good judgement before taking action.	
23.	I promote risk taking by applying the widest possible interpretation of policy.	
29.	I facilitate understanding and “buy in” by discussing my rationale for taking particular risks.	
35.	Before taking a reasoned risk, I prepare a fallback position to limit any possible negative consequences.	
41.	I am confident in voicing my opinions and I am willing to be held accountable for my recommendations and actions.	
47.	I streamline reporting requirements and eliminate red tape where possible.	
53.	I empower others to take risks, support them when things go wrong, and encourage them to learn from setbacks and failures.	
	TOTAL	

SEEING THE BIG PICTURE

RATING

6.	I show sensitivity to both the internal and external environment by seeking and sharing information across boundaries.	
12.	I cultivate productive relationships with partners and stakeholders.	
18.	I demonstrate an understanding of what DIAND and its partners can accomplish together by articulating the Mission and its implications, and by using it consistently to integrate new information, guide decisions and focus activities.	
24.	I understand the implications of today’s work in tomorrow’s context, and I plan accordingly.	
30.	I recognize and adapt to regional and sectoral differences by putting specific priorities, initiatives, actions and decisions into the broader context.	
36.	I demonstrate to others how various internal and external functions interrelate.	
42.	I avoid duplicating work by encouraging others to share resources and processes throughout DIAND and with its partners.	
48.	I alert others to issues that affect them by explaining the “why” as well as the “what” and the “how.”	
54.	I am sensitive to the need for balance between people’s personal and professional lives.	
	TOTAL	

Step 2 To get a snapshot of your behavioural strengths and developmental opportunities, transfer your **Totals** for each of the six competencies on the chart provided below.

	TOTAL
COMMUNICATION	
TEAM BUILDING AND FACILITATION	
WIN-WIN NEGOTIATION	
FLEXIBILITY AND INNOVATION	
RISK TAKING	
SEEING THE BIG PICTURE	

The Competency that I demonstrate most often is (highest total): _____

The Competency on which I will focus my development is (lowest total): _____

INTERPRETING YOUR RESULTS ...

-  The higher ratings indicate that you have strength in this competency area. You demonstrate the described behaviours regularly and you are able to provide many recent examples.
-  The lower ratings indicate opportunities for development. Keep in mind that lower ratings might simply indicate that you haven't had opportunities to demonstrate these competencies. Also, sometimes we tend to focus more on the task itself than on the way we perform it.

Taking the time to identify your competency strengths and weaknesses allows you to focus your personal development and align your learning plan with the DIAND formula for success.

TAKING ACTION ...

Now you can prepare your personal learning plan using the insights you have gained from assessing your competencies.

The Learning and Leadership Guide package includes a *Learning Resource Guide* designed to help you create a plan that is tailored to your learning style. The *Learning Resource Guide* is divided by competency and identifies a range of different learning activities including options for individual study, classroom workshops, videos, bibliographies, developmental activities and departmental programs such as mentoring.

We encourage you to use the *Learning Resource Guide*, seek out and take advantage of learning opportunities, and to discuss your learning plans with your manager, mentor, learning team* or training co-ordinator.

PART B VALUES

INTRODUCTION

In DIAND, there exists a strong belief that competencies alone will not produce effective leaders. Employees at all levels affirm that values are important in the workplace. The following values are seen as important for DIAND leaders to endorse and to demonstrate. Effective performance with regard to a particular competency rests on the importance people attach to these values. You are invited to take a look at these values and to assess yourself in two ways: *a) by indicating the importance you place upon each value*, and *b) by expressing how often you demonstrate this particular value.*

RESPECT

I put people first, recognizing their dignity and knowing that individual and cultural differences strengthen DIAND.

BALANCE

I recognize that I am more productive when I lead a balanced life. I strive to achieve a balance between work, family and community responsibilities.

INTEGRITY

I do what I say I will do. When my actions match my words and I fulfill my commitments, I am contributing to a more positive work environment.

HONESTY

I tell the truth. I avoid giving mixed messages, or saying different things to different people.

FAIRNESS

I make decisions objectively, without favoritism. My decisions lead to the just and equitable treatment of employees, partners and stakeholders.

TRANSPARENCY

I explain my decisions and actions clearly, hold them open to scrutiny and ensure that they reflect the best interests of the organization, its employees, its partners and its stakeholders.

COMMITMENT TO LEARNING

I seek opportunities to learn continuously. I do not blame myself or others for honest mistakes.

MUTUAL SUPPORT

I am a contributing member of the DIAND team. I look for ways to help and support others in the shared accomplishment of DIAND's objectives.

I N S T R U C T I O N S

Listed below are the eight DIAND values. Using the scales provided, please assess the following questions:

a) How IMPORTANT is this value to me in the workplace?

5 Critical 4 Very Important 3 Important 2 Somewhat Important 1 Not Important

RESPECT

BALANCE

INTEGRITY

HONESTY

FAIRNESS

TRANSPARENCY

COMMITMENT TO LEARNING

MUTUAL SUPPORT

b) How often do I DEMONSTRATE this value in my work?

5 Almost Always 4 Usually 3 Sometimes 2 Seldom 1 Almost Never

RESPECT

BALANCE

INTEGRITY

HONESTY

FAIRNESS

TRANSPARENCY

COMMITMENT TO LEARNING

MUTUAL SUPPORT

PERSONAL REFLECTION

1. *Are there any noticeable discrepancies between the importance I attribute to any given value and the attempts I make to demonstrate this belief in my work? If so, why?*

2. *What can I do to better correlate my values with my behaviours? How can I assist others in improving their ability to demonstrate their own values?*

SO NOW WHAT?

Assessing your own competencies and values is hard work; and yet, it's really just the beginning of the on-going process of continuous learning. Through this Self-Assessment, you may have identified areas where you would like to enhance your performance, nurture your personal growth or consider the question of values more closely.

You are encouraged to provide comments on your experience using this Self-Assessment and suggestions to improve its usefulness. Please contact the Learning and Development Directorate (LDD) via E-mail at **LDD-DAP**.

