

# Competencies

for Canada's Substance Abuse Workforce


## SECTION II

### GENERIC QUESTIONS FOR THE BEHAVIOURAL COMPETENCIES



Canadian Centre  
on Substance Abuse

Centre canadien de lutte  
contre les toxicomanies



This package was published by the Canadian Centre  
on Substance Abuse (CCSA).

Suggested citation: Canadian Centre on Substance Abuse.  
(2014). *Competencies for Canada's substance abuse workforce*.  
Ottawa, ON: Canadian Centre on Substance Abuse.

This is a living document, which CCSA may revise and update to  
reflect the latest evidence and research.

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ISBN 978-1-77178-192-3

## **SECTION II**

### **GENERIC QUESTIONS FOR THE BEHAVIOURAL COMPETENCIES**

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## ACKNOWLEDGEMENTS

The Canadian Centre on Substance Abuse (CCSA) gratefully acknowledges the significant contributions and support received from people working in the field who participated in focus groups across Canada.

CCSA especially thanks all its partners who so graciously allowed and encouraged staff to participate in the focus groups. The research means nothing if the end result is not meaningful to the people for whom it is intended and CCSA could not produce a meaningful report without the input from the focus groups.

CCSA also thanks members of the National Advisory Group on Workforce Development (comprised of representatives from key national organizations and provincial/territorial governments) and other experienced directors and managers who participated in reviews of both sets of competencies.

These documents can also be downloaded as a PDF at [www.ccsa.ca](http://www.ccsa.ca)

Ce document est également disponible en français sous le titre :  
*Compétences pour les intervenants canadiens en toxicomanie*

# Competencies for Canada's Substance Abuse Workforce

## GENERIC QUESTIONS FOR THE BEHAVIOURAL COMPETENCIES



II-1

## DEFINITIONS OF BEHAVIOURAL COMPETENCIES

The questions that follow are **generic behavioural interview questions** for each proficiency level of each of the Behavioural Competencies. Use these questions as a foundation for developing job-specific interview questions that are relevant to the proficiency levels you have identified for the position. The definitions for each competency are provided here for your reference.

Competency Title	Definition
<b>Adaptability/ Flexibility</b>	Willingly adjust one's approach to meet the demands and needs of constantly changing conditions, situations and people and to work effectively in difficult or ambiguous situations.
<b>Analytical Thinking and Decision Making</b>	Gather, synthesize and evaluate information to determine possible alternatives and outcomes and make well-informed, timely decisions. Includes critical thinking and reasoning.
<b>Client-centred Change</b>	Enhance, facilitate, support, empower, and otherwise increase client motivation for positive change. Positive change is achieved by involving the client actively in the change process and encouraging the client to take responsibility for the outcomes he or she achieves. Clients may be individuals, groups, communities and organizations.
<b>Client Service Orientation</b>	Provide service excellence to clients (which can include individuals, groups, communities and organizations). Includes making a commitment to serve clients and focusing one's efforts on discovering and meeting client needs within personal, professional and organizational capacities and boundaries.
<b>Collaboration and Network Building</b>	Identify and create informal and formal interdisciplinary networks and allied community groups to support the provision of client services and achievement of the organization's objectives. Clients include individuals, groups, organizations and communities.
<b>Continuous Learning</b>	Identify and pursue learning opportunities to enhance one's professional performance and development and the effective delivery of high-quality programs and services.
<b>Creativity and Innovation</b>	Use evidence-based practices in innovative and creative ways to initiate both effective new ways of working and advances in the understanding of the field of practice. Innovation and creativity are achieved in translating research into practice to optimize improvements in service delivery and professional practice.
<b>Developing Others</b>	Facilitate and motivate sustained learning and create learning opportunities and resources, as well as promote and respect others' needs for ownership of learning outcomes. Includes creation of a continuous learning environment that fosters positive growth in both work and public contexts among peers, clients, client families, communities and other groups (recipients).
<b>Diversity and Cultural Responsiveness</b>	Provide respectful, equitable and effective services to diverse populations, as defined by culture, age, gender, language, ethnicity, socio-economic status, legal status, health, ability, sexual orientation, type and mode of substance use, etc. Affirm and value the worth of all individuals, families, groups, and communities; and protect the dignity of all.

## Generic Questions for the Behavioural Competencies

### DEFINITION OF BEHAVIOURAL COMPETENCIES

II-2

Competency Title	Definition
<b>Effective Communication</b>	Articulate both verbally and in writing across a range of technologies in a manner that builds trust, respect and credibility and that ensures the message is received and understood by the audience. Includes active listening skills (attending, being silent, summarizing, paraphrasing, questioning and empathizing) and congruent non-verbal communication.
<b>Ethical Conduct and Professionalism</b>	Provide professional services according to the principles and values of integrity, competence, responsibility, respect and trust to safeguard both self and others. Includes the development of professionalism and ethical behaviour in self and others (individuals, groups, organizations, communities).
<b>Interpersonal Rapport/Savvy</b>	Establish and maintain relationships based on mutual respect and trust, appropriate sensitivity and transparency, empathy, and compassion with clients, colleagues, professional associates and the greater community. Encompasses skills of tact, diplomacy, and sensitivity in all encounters with others.
<b>Leadership</b>	Help others achieve excellent results and create enthusiasm for a shared vision and mission, even in the face of critical debate and adversity.
<b>Planning and Organizing</b>	Identify and prioritize tasks, develop and implement plans, evaluate outcomes, and adjust activities in order to achieve objectives.
<b>Self Care</b>	Deliberately and continuously apply professional and personal self care principles to oneself and, at times, others to sustain optimal productivity while maintaining physical, mental, spiritual and emotional health.
<b>Self Management</b>	Appropriately manage one's own emotions and strong feelings; maintain a calm and tactful composure under a broad range of challenging circumstances; and think clearly and stay focused under pressure. Encompasses self-regulation and mindfulness.
<b>Self Motivation and Drive</b>	Remain motivated and focused on a goal until the best possible results are achieved, with both passion for making a difference in the substance abuse field and persistence despite confronting obstacles, resistance and setbacks.
<b>Teamwork and Cooperation</b>	Work cooperatively and productively with others within and across organizational units to achieve common goals; demonstrate respect, cooperation, collaboration, and consensus-building.

## Adaptability/Flexibility

### LEVEL 1 INTRODUCTORY

#### Question

People see things differently. Tell me about a time when you needed to make a special effort to recognize the value of another person's point of view about the best way to handle a situation or problem.

- What was the situation/problem?
- What was your point of view on how it should be handled?
- What was the other person's point of view?
- How did the situation/problem end up being handled?

### LEVEL 2 DEVELOPING

#### Question

Give me an example of a situation where you changed your behaviour or approach according to the circumstances and the people involved.

- Why did you need to change your approach?
- Describe how you changed your approach/behaviour.
- How easily did you adapt to the situation?
- What was the outcome?

### LEVEL 3 INTERMEDIATE

#### Question

Describe a time when you foresaw that a change was to be implemented and so you prepared yourself for it.

- What change did you foresee?
- What did you perceive to be the impact?
- How did you plan for the change?
- What was the outcome?

### LEVEL 4 ADVANCED

#### Question

Often projects do not go as originally planned. Give an example of a time when you needed to adjust or make changes to your plan, or strategy, in response to the situation at hand.

- What happened?
- What changes were required? Why?
- What changes did you make?
- How did you feel about having to change your plan/strategy?
- How did things turn out?
- What would you do differently next time?

### NOTES

## Analytical Thinking and Decision Making

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### LEVEL 1 INTRODUCTORY

#### Question

Describe a situation where you were able to identify a certain factor that was contributing to a problem.

- Describe the problem.
- What was the key factor contributing to the problem?
- How did you identify it?
- What were you able to do to address the situation?

---

### LEVEL 2 DEVELOPING

#### Question

Tell me about a situation where you had to make a decision or recommendation, first weighing the advantages and disadvantages of a number of options.

- Describe the situation, and what decision was required.
- What were the options available to you?
- How did the options come to be identified?
- What factors did you take into consideration when determining how to proceed?
- What did you decide to do?
- What was the outcome?

---

### LEVEL 3 INTERMEDIATE

#### Question

Tell me about a time when you used evidence-based knowledge, past experience and/or consultation with others to determine a solution to a problem where no precedent existed.

- Describe the nature of the problem and why it required a creative solution.
- What factors did you consider in trying to understand the problem in greater depth?
- What knowledge/experience/consultation did you use to analyze the problem and why?
- What solution did you develop and what were the results?

---

### LEVEL 4 ADVANCED

#### Question

Describe a time when you needed to make a strategic decision, thinking several steps ahead and considering the positive and negative consequences for the organization.

- What strategic decision did you need to make?
- What were the potential impacts on the organization?
- What factors did you take into account in making your decision?
- How did you balance the varied factors in making your decision?
- What decision did you make, and what was the outcome?

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### NOTES



## Client-centred Change

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### LEVEL 1 INTRODUCTORY

#### Question

Tell me about a time when you applied your knowledge or skill to enhance a client's motivation for positive change (e.g., self-regulation theory, stages of change, theories of motivation).

- Describe the situation and the client.
- What knowledge or skill did you apply?
- How did you apply it?
- What was the outcome?
- How did the client's attitude change?

---

### LEVEL 2 DEVELOPING

#### Question

Tell me about a time when you successfully created client energy and motivation for change.

- Describe the situation and the client.
- How did you help the client to become motivated?
- What was the outcome?
- How did the client's attitude, behaviour and situation change?
- What was the longer-term effect, if any, of your and the client's efforts?

---

### LEVEL 3 INTERMEDIATE

#### Question

Describe a time when you were able to identify a problem in a client's change process while you were tracking and evaluating progress.

- Describe the situation, the client, and the problem.
- How did you identify the situation?
- What did you do to address the problem?
- What was the outcome of your action?

---

### LEVEL 4 ADVANCED

#### Question

Please describe a situation in which your advanced knowledge of client-centered change strategies helped solve a problem or increase organizational effectiveness.

- Describe the situation, including the knowledge applied.
- What did you do to keep up to date on advanced knowledge in the field?
- How was it applied?
- What was the outcome? How did it solve the problem or contribute to the organization?

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### NOTES

## Client Service Orientation

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### LEVEL 1 INTRODUCTORY

#### Question

**Describe a situation where a client was particularly satisfied by your response to a request or need.**

- Describe the situation, including the client's need/request.
- What was your role in meeting the client's request?
- What did you do to meet the client's request?
- What effect did your response to the client have on the work being done?

---

### LEVEL 2 DEVELOPING

#### Question

**Describe a time when you made a definite point of keeping in touch with a client throughout an ongoing activity.**

- Describe the situation (e.g., client, client need being met, own role in meeting client's need).
- Was any plan for staying in touch put in place at the start of the activity?
- What role, if any, did the client have in staying in touch?
- What impact, if any, did staying in touch have on the activity?

---

### LEVEL 3 INTERMEDIATE

#### Question

**Tell me about a time when you provided high-quality service based on your ability to assist a client to resolve a complex issue.**

- What client and issue were involved?
- What made the issue complex?
- How did you go about helping the client?
- What was the outcome?

---

### LEVEL 4 ADVANCED

#### Question

**Tell me about a time when you established or revised your organization's client service standards.**

- Describe the situation (e.g., What service standards were at issue? What was your role in establishing/revising the standards?).
- How did you go about establishing/revising the standards? Who else, if anyone, did you involve?
- What factors did you take into account in establishing/revising the standards?
- What was the outcome?

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### NOTES

## Collaboration and Network Building

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### LEVEL 1 INTRODUCTORY

#### Question

Talk about a time when you were particularly effective in responding to a request from another team or organization.

- What need or request was involved?
- What was required of you?
- How did you respond to the request?
- What was the outcome?

---

### LEVEL 2 DEVELOPING

#### Question

Maintaining contact with others outside your own work unit can pay off later, benefiting both your work and theirs. Tell me about a time when you made a point of staying in touch with a contact outside your work unit and it proved to be beneficial to your work and to theirs.

- What were you working on?
- What did you do to maintain contact?
- In what way(s) did maintaining contact prove to be beneficial to your work and theirs?

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### LEVEL 3 INTERMEDIATE

#### Question

Describe a time when you developed a network of contacts in order to address a specific need.

- Why did you need to build this network?
- How did you build this network of contacts?
- What was the result of your efforts?
- What has been the long-term effect of your efforts?

---

### LEVEL 4 ADVANCED

#### Question

Provide an example of a time when you cultivated a new relationship you thought would be particularly beneficial to achieving your organization's strategic goals.

- How did you think the relationship would help the organization?
- What did you do to develop that relationship?
- In what way has this relationship been beneficial to the organization?

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### NOTES

## Continuous Learning

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### LEVEL 1 INTRODUCTORY

#### Question

Describe a time when you used previous successes or failures to learn and improve your work.

- Describe a specific situation.
- What was the success or failure that you learned from?
- What did you learn?
- Describe any other opportunities you've had to apply this knowledge to other situations.

---

### LEVEL 2 DEVELOPING

#### Question

Please describe an example of a time when you made a point of keeping current in a subject with evolving techniques.

- What was the situation?
- In what area were you trying to keep up to date?
- Describe the methods you used to keep updated.
- To what extent did you succeed in keeping updated?
- What impact, if any, did keeping up to date have?

---

### LEVEL 3 INTERMEDIATE

#### Question

Describe a time when you sought a challenging learning opportunity or experience that was outside your usual role or area of expertise but that contributed to enhancing your performance in your current role/area.

- What learning opportunity did you pursue?
- Why did you pursue this experience or learning opportunity?
- How did your learning apply to your work?
- What impact, if any, did this experience have on your performance?
- What effect, if any, did this have on your current work area?

---

### LEVEL 4 ADVANCED

#### Question

Sometimes it is necessary to look at the future of the organization and the skills and expertise that may be required to move in that direction. Tell me about a time when you undertook a developmental opportunity beyond your own area of expertise in order to help meet future organizational needs.

- What future organizational needs were involved?
- What learning opportunities did you seek to address these needs?
- What did you learn from these opportunities?
- How useful was the developmental opportunity for you and/or the organization?

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### NOTES

## Creativity and Innovation

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### LEVEL 1 INTRODUCTORY

#### Question

Tell me about a time when you questioned a practice or procedure in your job or work area that you thought should be changed.

- What was the practice or procedure?
- What changes did you propose?
- How did you get others to consider and approve your proposed changes?
- Did you get a chance to try the new approach?
- What was the outcome?

---

### LEVEL 2 DEVELOPING

#### Question

Please describe a situation where you came up with an improved approach to getting work done or addressing an issue.

- Describe the situation.
- What made you consider modifying/implementing a new way of doing things?
- Describe the new approach you came up with.
- How was it an improvement over the existing approach?
- What difference has this made to the organization?

---

### LEVEL 3 INTERMEDIATE

#### Question

Describe the most complex problem that you have been faced with and how you generated a new approach or explanation or solution.

- What was the problem?
- What was complex about it?
- What new approach or explanation did you come up with?
- What was new about it?
- How did this benefit your work (or the work of others)?

---

### LEVEL 4 ADVANCED

#### Question

Describe what you have done in your current job, or in another situation, to nurture and promote creativity in others. Please be specific.

- Describe the situation, including your role and that of others at the time.
- What specifically did you do to promote creativity?
- How successful were your efforts? What makes you say that?

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### NOTES

## Developing Others

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### LEVEL 1 INTRODUCTORY

#### Question

Tell me about a time when you offered your advice or assistance to others because you possessed related experience.

- What was the situation?
- What kind of advice did you provide?
- How was your assistance received?
- How did it work out?

---

### LEVEL 2 DEVELOPING

#### Question

Tell me how, in your current job or a previous job, you assessed the development needs of team members and ensured that they were met.

- Describe a particular instance.
- How did you recognize the need for development of team members?
- How did you meet these needs?
- What impact did this have on the overall effectiveness of your team?

---

### LEVEL 3 INTERMEDIATE

#### Question

Tell me about a situation where you encouraged team members to learn from each other.

- What was the specific situation?
- What did team members have to offer each other in this case?
- What did you do to facilitate an exchange that would allow them to share their knowledge?
- How was this exercise successful?
- What difference has it made to the team in the long term?

---

### LEVEL 4 ADVANCED

#### Question

What strategies and systems have you implemented to encourage and promote continuous learning in line with the goals and vision of the organization?

- Describe a situation where you have done this.
- How did you determine what competencies and skills would be required to successfully operate in the future?
- How did you ensure that your employees would possess these competencies?
- How do you know that your efforts in encouraging and promoting continuous learning were successful?

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### NOTES

## Diversity and Cultural Responsiveness

### LEVEL 1 INTRODUCTORY

#### Question

Give an example of when you adjusted your actions in dealing with a person or family with a different culture, belief/ value system or lifestyle from your own.

- What was the situation?
- What difference did you identify?
- Why did you need to adjust your actions and what did you do?
- How did it work out?

### LEVEL 2 DEVELOPING

#### Question

Describe a time when your understanding of another person's cultural, ethnic or spiritual context enabled you to build rapport and mutual respect.

- Describe a particular instance.
- What were the cultural, ethnic, or spiritual factors that you identified?
- How did your understanding of these factors enable you to build rapport?
- What impact did this have on the relationship?

### LEVEL 3 INTERMEDIATE

#### Question

Tell me about an experience where you provided assistance to an individual/family from a different cultural background and how your understanding of their culture enabled you to provide a service tailored specifically to their needs.

- Describe the situation, cultural background, and unique characteristics of the person/family.
- How did you assess the cultural sensitivities of the situation?
- What practices/services/techniques did you employ to adapt to their needs?
- What was the outcome?

### LEVEL 4 ADVANCED

#### Question

Describe a cultural and/or diversity challenge you have identified in your organization and what strategy you put in place to overcome or mitigate it.

- What was the challenge and what impact did it have on the organization?
- How did you come to recognize that it was something that needed addressing?
- What recommendations or strategy did you put in place to overcome this challenge?
- What impact did your recommendations or strategy have on addressing the situation?

### NOTES

## Effective Communication

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### LEVEL 1 INTRODUCTORY

#### Question

Sharing information is often crucial to success at work. Talk about a time when your listening and speaking skills proved to be especially critical in ensuring that an objective was met.

- Describe the situation (e.g., work being done; your role; others' roles).
- What were you/others trying to communicate?
- In what way did your listening skills prove to be useful?
- How did you ensure that others would really understand what you had to say?
- What challenges, if any, did you encounter in communicating orally with others?

---

### LEVEL 2 DEVELOPING

#### Question

Give me an example of a time when establishing two-way communication with an individual or group was especially challenging.

- What was the situation?
- What made it challenging to establish two-way communication?
- What did you do to help ensure that communication was two-way vs. one-way?
- To what extent were you successful in your communication efforts? What leads you to say that (i.e., on what evidence do you base that evaluation)?

---

### LEVEL 3 INTERMEDIATE

#### Question

Describe a time when you had to adjust your communication for a diverse audience in order to produce the desired effect.

- What was the purpose of your communication?
- In what way(s) was the audience diverse?
- How did you try to tailor your communication to achieve its purpose?
- How did you ensure that people received the information they were looking for?
- What was the outcome?

---

### LEVEL 4 ADVANCED

#### Question

Describe a situation where you had to explain a complex idea/problem to someone, in a credible and persuasive manner.

- Who were you explaining to and why?
- Describe your communication approach/strategy.
- Describe your success in getting the message across or persuading the individual.

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### NOTES



## Ethical Conduct and Professionalism

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### LEVEL 1 INTRODUCTORY

#### Question

Tell me about a particular time when you had to ensure that your behaviour would reflect your organization's ethics or values.

- What was the situation?
  - Why did you feel your behaviour was important?
  - How did you behave or act? Why?
  - What was the reaction of others?
- 

### LEVEL 2 DEVELOPING

#### Question

Talk about a situation where you were faced with a difficult or unclear ethical decision.

- What was the decision regarding?
  - What values/ethics were involved?
  - How did these values or ethical issues influence your decision?
  - What was the outcome?
- 

### LEVEL 3 INTERMEDIATE

#### Question

What have you done to ensure that others understand the organization's ethics and values?

- Describe a specific example of when you have done this.
  - What values and ethics were involved?
  - What did you do to convey the message to others?
  - What was the outcome?
- 

### LEVEL 4 ADVANCED

#### Question

Describe a time when you have developed or contributed to the development of ethical standards or policies for your organization.

- What standards or policies were you developing and why were they needed?
  - What was your role?
  - Describe the key ethical factors you had to consider.
  - What was the outcome of these efforts?
- 

### NOTES

## Interpersonal Rapport/Savvy

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### LEVEL 1 INTRODUCTORY

#### Question

Please give an example of a time when you changed your communication, considering others' feelings, opinions, experiences and background.

- Describe the situation including the others' situation.
- How did you change your communication?
- What was the result? What was the response?

---

### LEVEL 2 DEVELOPING

#### Question

Describe an instance when you took into account individual characteristics of another person in order to build a relationship of trust with them.

- What was the situation?
- What individual characteristics did you consider?
- How did you use your understanding of these characteristics to build trust?
- How do you know that the relationship was successful?

---

### LEVEL 3 INTERMEDIATE

#### Question

Describe a time when your ability to communicate effectively in a highly sensitive situation helped to produce a successful outcome.

- What was the situation and what made it sensitive?
- What aspects of your communication did you focus on to help produce a positive outcome?
- What was the outcome?

---

### LEVEL 4 ADVANCED

#### Question

Describe an example of a time when you sought to continually expand your network of contacts in order to meet one or more strategic goals.

- Describe the situation, including the strategic goals involved, and your role in meeting them.
- What did you do to expand your network of contacts?
- How successful were you in identifying and building relationships with the new contacts?
- How did this expanded network contribute to meeting your organization's strategic goals?
- How do you know?

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### NOTES

## Leadership

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### LEVEL 1 INTRODUCTORY

#### Question

Tell me about a time when you were conscious that your role/work was contributing to the achievement of the organization's vision.

- What was the situation?
- Why did you feel your work was important?
- What did you do as a result of your understanding?
- What was the reaction of others?

---

### LEVEL 2 DEVELOPING

#### Question

Please describe a time when the members of your team did not have the basic resources needed to effectively do their jobs and you provided support.

- What was the situation?
- What did you do to address this problem?
- What was the outcome?

---

### LEVEL 3 INTERMEDIATE

#### Question

Give an example of a time when you played a key role in the development and implementation of programs and/or processes, ensuring that they were aligned with the strategic direction and vision of the organization.

- What programs/processes were developed?
- What was your contribution?
- How did you ensure that the programs/processes were aligned with the strategic direction of the organization?
- What was the result?

---

### LEVEL 4 ADVANCED

#### Question

Describe a time when you played a leadership role in the development of your organization's vision and values.

- Describe the situation, your role, and that of others in developing the vision/values.
- What process was used to develop the vision/values?
- What factors were especially critical in developing the visions/values, and what was your role in dealing with these factors?
- What was the outcome?

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### NOTES

## Planning and Organizing

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### LEVEL 1 INTRODUCTORY

#### Question

Provide an example of a time when planning and organizing your work tasks was especially critical in meeting a tough deadline or to deal with several priorities.

- What was the situation?
- Describe how you planned and organized your tasks.
- How did you ensure that your tasks were completed on time and that priorities were met?
- What was the outcome?

---

### LEVEL 2 DEVELOPING

#### Question

Tell me about a time when you needed to break a large project or major activity into smaller components in order to get it done.

- What project/activity were you responsible for?
- How did you break it into smaller components?
- How did you go about deciding what needed to be done first, second, third, etc.?
- How did things work out?

---

### LEVEL 3 INTERMEDIATE

#### Question

Describe challenges you encountered in coordinating a number of complex activities or projects and how your planning and organizing skills proved to be key in keeping things on track.

- What activities/projects were you responsible for?
- What challenges did you encounter?
- How did your planning/organizing skills prove to be key?
- What was the outcome?

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### LEVEL 4 ADVANCED

#### Question

Describe a time when you played a key role in the development and implementation of a significant program (or policy) that affected the entire organization.

- Describe the situation, including your role and that of others.
- What was the program (or policy)?
- How did you contribute to planning the development and/or implementation of the program (policy)?
- What was the outcome of this project?

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### NOTES

## Self Care

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### LEVEL 1 INTRODUCTORY

#### Question

Please describe a situation when you were able to recognize an important factor about yourself that you needed to change, that had a positive impact on your work performance or overall health.

- Describe the situation. What was the issue you identified?
- How did it impact your work performance or self?
- How did you manage the situation?
- What did you learn from the experience? In hindsight, what would you have done differently (if anything)?

---

### LEVEL 2 DEVELOPING

#### Question

Describe a time when you faced a professional and personal boundary challenge(s) and found your own way to deal with it.

- Describe the situation. What made it a boundary challenge?
- What strategy did you develop to deal with the situation?
- What was the outcome? What was the impact on you and the client?
- How did it change your behaviour after the experience?

---

### LEVEL 3 INTERMEDIATE

#### Question

Please describe a situation when you assisted a peer who had a problem with productivity due to excessive stress, fatigue or difficult situations.

- Describe the situation. Who did you assist and what was the person's problem?
- How did you assist the person?
- What was the outcome?

---

### LEVEL 4 ADVANCED

#### Question

Tell me about a time when you developed strategies or implemented programs to enhance self-care assessment or self-monitoring in your organization.

- Describe the situation of your organization.
- What strategy/program did you develop or implement to improve employee self-care assessment?
- What was the outcome? How did employee well-being change?

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### NOTES

## Self Management

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### LEVEL 1 INTRODUCTORY

#### Question

There are often times where interruptions or pressures threaten our ability to remain focused on the work we have to do. Tell me about a time when you had to make a special effort to remain focused despite such pressures or interruptions.

- What interruptions/pressures were you dealing with?
- What strategy or techniques did you use to remain focused?
- How well did that strategy work for you? Why?

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### LEVEL 2 DEVELOPING

#### Question

Maintaining focus and composure when dealing with complex problems or situations is essential to success in this job. Tell me about a time when it was especially important for you to maintain focus and composure in such a circumstance.

- Describe the situation.
- What were your strategies for maintaining focus and composure?
- How successful were you at dealing with the complex problem or situation?
- How do you know you were successful?

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### LEVEL 3 INTERMEDIATE

#### Question

Provide an example of a time when you took steps to assist another person in dealing with a difficult situation, and worked with that individual to develop a coping strategy.

- Who was involved, and how did you come to assist this person?
- What steps did you take to help this individual cope?
- How do you know that your actions were successful?

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### LEVEL 4 ADVANCED

#### Question

It is important to create an environment to improve staff's or members' positive self-management ability. Please tell me about a program, resource or intervention you provided to value and reinforce positive self-management in your organization.

- Describe the situation, including your role.
- What kind of program, resource or intervention did you provide?
- What was the outcome? How did employee self-management abilities improve?

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### NOTES

## Self Motivation and Drive

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### LEVEL 1 INTRODUCTORY

#### Question

Please describe a time when, despite obstacles, you completed a work assignment on time and efficiently.

- What was the work assignment?
- How much time did you have to complete the task?
- How did you ensure that you completed the task promptly?
- How did you ensure you met performance standards?
- What obstacles did you encounter?

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### LEVEL 2 DEVELOPING

#### Question

Please describe a time when you were particularly persistent in seeking a solution to a challenging problem.

- Describe the situation.
- What means did you employ in trying to solve the problem?
- Why did you need to be particularly persistent?
- How were you successful?
- What would you do differently next time?

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### LEVEL 3 INTERMEDIATE

#### Question

The capacity to inspire and motivate others to succeed is an important aspect of this work. How in the past have you achieved this goal?

- Describe a specific situation.
- What approach did you employ to get team members to commit to success?
- What behaviours did you look for in order to determine whether your team had a strong desire to succeed?
- Has this approach been successful for you? How?

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### LEVEL 4 ADVANCED

#### Question

Tell me about a time when you identified and acted on an opportunity to advance an organizational goal or enhance organizational performance.

- What organization goal/aspect of organizational performance was involved?
- What was the opportunity you identified?
- How did your initiative serve to advance the organizational goal or enhance organizational performance?

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### NOTES

## Teamwork and Cooperation

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### LEVEL 1 INTRODUCTORY

#### Question

How have you helped someone else to complete a project or activity in the past?

- Describe the situation and your role.
- Were you in a position to offer help or was it requested?
- Was the project one that you were already working on?
- What were you helping out with?
- How did you help?

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### LEVEL 2 DEVELOPING

#### Question

While working with a team, have you ever volunteered to take on additional tasks in order to support the group's efforts?

- What was the situation?
- Why did you volunteer to take on those tasks?
- How was this received by others on the team?
- How were you able to complete these additional tasks?

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### LEVEL 3 INTERMEDIATE

#### Question

Discuss a time when you helped your team reach agreement after the team seemed unable to reach consensus.

- Describe the situation.
- On what issue was the team unable to reach consensus?
- Can you elaborate on how the team experienced differences of opinion?
- What did you do that helped the team get "unstuck"?
- What was the outcome?

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### LEVEL 4 ADVANCED

#### Question

Describe how you have partnered your team with a team in another organization, department or area in order to achieve an organizational goal?

- Describe the situation.
- Whom did you partner with? Why?
- What did you do to enhance cooperation between others?
- How did the partnership help to achieve the goal?
- What was the result?

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### NOTES