



COMPETENCY ASSESSMENT QUESTIONNAIRE

SUPERVISOR, SERGEANT AND STAFF SERGEANT

Competency Assessment Questionnaire

Purpose: The Competency Assessment Questionnaire (CAQ) is designed to help you to assess the strengths and areas for development either for yourself or your direct reports. It is based on the Toronto Police Service Organizational Competency Framework that was developed with the input of key stakeholders and members across all levels of the Service.

Instructions: Read the definition of the competency and select the most appropriate using the below frequency scales.

MINDSET: We are adaptable, innovative and forward thinking. *We encourage innovation and forward thinking in others*

- I lead by example, and quickly adopt changes.
- I explain the context and reasons for change, and support members in adapting to change.
- I encourage members to bring forward new ideas and approaches.
- I question the status quo, and step up to recommend new approaches.
- I act on, acknowledge and support ideas from others.
- I anticipate the impact of change on others, and support them through change.

☐ Rarely ☐ Sometimes ☐ Consistently ☐ Always

CONNECTIONS: We are service and community focused. *We seek input to enhance service delivery*

- I actively seek information to understand the context and diverse and unique needs of people, communities, stakeholders and partners.
- I proactively seek input from communities, stakeholders, partners and members to improve service delivery and community safety, and resolve issues.
- I am mindful of the impact of my decisions on communities and members.

☐ Rarely ☐ Sometimes ☐ Consistently ☐ Always

DEVELOPMENT: We develop ourselves and others. *We coach and develop others*

- I encourage members to take ownership of their personal and professional development.
- I create an environment where learning and development are valued, and model this through my own commitment to career development.
- I provide real-time feedback, guidance and support, and help others learn from mistakes and setbacks.
- I coach, guide, train, mentor and develop others.
- I give both positive and constructive feedback, along with suggestions for improvement.
- I identify high potentials and future leaders in my area, and put plans in place for their development.
- I make myself available to mentor high potentials individuals, even outside my own area.

☐ Rarely ☐ Sometimes ☐ Consistently ☐ Always

IMPACT: We are accountable and deliver results. *We provide clear expectations and hold people accountable*

- I clearly communicate expectations regarding performance and conduct – what is and is not acceptable.
- I promote a sense of ownership and accountability within the team for their actions.
- I empower direct reports to make decisions.
- I hold others accountable for achieving goals and acting appropriately.
- I promptly address performance issues or inappropriate behaviour.
- I am open to input and constructive feedback from lower levels, and act on it, where appropriate.

☐ Rarely ☐ Sometimes ☐ Consistently ☐ Always



MINDSET: We are solution focused. *We make insightful, evidence-based decisions*

- I thoroughly investigate situations and problems.
- I weigh the pros and cons of alternatives, and select the best solution or course of action.
- I continually build knowledge of communities and stakeholders to make better decisions.
- I look at the whole picture to understand and consider other possible implications.
- I encourage decisiveness in others, and support them in making sound decisions.

☐ Rarely

☐ Sometimes

☐ Consistently

☐ Always

CONNECTIONS: We work collaboratively. *We encourage collaboration within and beyond the team*

- I encourage members to build positive internal and external relationships, act with transparency, and share information, ideas and approaches.
- I align objectives, plans and decisions with other units in the organization.
- I build a strong internal and external network to deliver results and meet the needs of our communities.
- I leverage and showcase the strengths of others.

☐ Rarely

☐ Sometimes

☐ Consistently

☐ Always

DEVELOPMENT: We lead and inspire. *We provide clarity and support*

- I communicate a clear direction, explain what needs to be done and why, and set clear expectations for the team.
- I make sure people have the information and resources they need to do their job.
- I build positive working relationships within the team to enhance effectiveness.
- I provide positive and constructive feedback, and recognize successes and accomplishments.
- I involve the team in problem solving and decision making to build engagement and commitment.
- I adapt my leadership style to the needs of the team and individuals.
- I address and work to resolve conflict within the team.
- I inspire my team to strive for excellence.

☐ Rarely

☐ Sometimes

☐ Consistently

☐ Always

IMPACT: We are emotionally intelligent. *We are inclusive in our communications*

- I am aware of my own emotions and biases and their impact on my interactions and decisions.
- I take the time to listen before responding, and ask questions to ensure understanding.
- I adjust my tone, language, body language and emotions to ensure the best outcome.
- I treat others with respect, compassion and consideration.
- I challenge colleagues who label or speak negatively of others.
- I put myself in others' shoes and try to see things from their perspective, including their lived experiences.
- I strive to remain calm in stressful situations, and respond in an appropriate manner.

☐ Rarely

☐ Sometimes

☐ Consistently

☐ Always

