



COMPETENCY ASSESSMENT QUESTIONNAIRE

ALL MEMBERS

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 are open and inquisitive

- I embrace change, and am open to progressive ways of doing things.
- I am curious and ask questions to learn and know more.
- I actively look for ways to make things better.
- I identify potential opportunities or problems, and suggest solutions.
- I am attuned to the changing needs of communities and the Service.

Rarely

Sometimes

Consistently

Always

CONNECTIONS: We are service and community focused. We put service first

- I seek to understand the needs of others – communities and members – and respond in a professional, respectful, compassionate and unbiased manner.
- I actively look for opportunities to engage positively with the communities and members we serve.
- I prioritize issues, inquiries and concerns, and escalate as appropriate.
- I take ownership for resolving issues and problems, seeing them through to a timely resolution.
- I speak up on behalf of community and Service members who are marginalized and vulnerable.

Rarely

Sometimes

Consistently

Always

DEVELOPMENT: We develop ourselves and others. We commit to our own learning

- I know my personal strengths and development needs, and actively develop myself.
- I proactively seek, am open to, and act upon feedback from others.
- I continually build my knowledge, skills and abilities.
- I reflect on my performance, learn from my experience, and act on it.
- I share my knowledge and best practices to support the development of others.

Rarely

Sometimes

Consistently

Always

IMPACT: We are accountable and deliver results. We act like owners and deliver on promises

- I deliver on commitments in a timely manner and professional manner.
- I take pride and ownership of my work, and strive for excellence.
- I act with integrity and take responsibility for my actions and decisions.
- I do my best to add value and expect the same of others.
- I consistently strive to exceed objectives and standards of performance.

Rarely

Sometimes

Consistently

Always



MINDSET: We are solution focused. *We analyze critically and act decisively*

- I take in information accurately and efficiently, apply sound logic to solve problems, and act decisively.
- I strive to make sound, ethical and bias-free decisions, in a timely manner (under time pressure) even in difficult situations or with limited information.
- I ensure my decisions are timely and meet established policies, procedures, and legal requirements.
- I look for gaps and inconsistencies in information, and consider potential implications.
- I make an effort to understand the broader context of decisions and problems and act in the broader public interest.

☐ Rarely

☐ Sometimes

☐ Consistently

☐ Always

CONNECTIONS: We work collaboratively. *We are good team players*

- I co-operate with others to get things done and achieve shared goals.
- I give credit to others.
- I build trust in my relationships with members, community partners and the communities we serve.
- I seek and respect others' input and perspectives, even when different from my own.
- I share information (where appropriate), ideas and experience with others in the Service and the communities we serve.
- I collaborate with others in the best interest of the Service and the communities we serve, regardless of rank, position or seniority.

☐ Rarely

☐ Sometimes

☐ Consistently

☐ Always

DEVELOPMENT: We lead and inspire. *We step up as a leader*

- I am a role model and lead by example.
- I take action without waiting to be told.
- I demonstrate leadership in all that I do.
- I pro-actively look for opportunities to add value and make a positive impact.

☐ Rarely

☐ Sometimes

☐ Consistently

☐ Always

IMPACT: We are emotionally intelligent. *We use emotional awareness to communicate effectively*

- 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

