

BEHAVIOURAL COMPETENCIES

for Canada's Substance
Use Workforce v. 2

Level of Proficiency by
Occupational Cluster



Canadian Centre
on Substance Use
and Addiction

Evidence. Engagement. Impact.



PROFICIENCY PROFILES

The proficiency profiles identify the Behavioural Competencies for each occupational cluster and the proficiency levels required for successful performance in jobs within each cluster.

The proficiency profiles were developed through research and consultation with subject-matter experts. Approximately 120 substance use professionals from across Canada identified competencies and proficiency levels for the seven clusters. The results presented in the table that follows are based on agreement of 60% or more.

These proficiency profiles are generic and serve as a starting point for identifying job-specific competencies that can then be used in human resource management processes. Interviewing and performance management tools have also been developed using these generic profiles to assist organizations to use a competency-based human resource management approach.

These generic profiles are only a guide to assist in defining a competency profile for a specific job in a given organization. The profiles do not reflect the differences among jobs within each role, nor do they reflect the variances found among organizations and regions. The generic profiles must be reviewed and adapted as necessary before use (see *Adapting the Proficiency Profiles*).

In addition, there may be jobs or roles to which the competencies apply, but that have not been profiled or identified in the clusters due to their unique nature in the field. Such roles include, for example, allied professionals such as psychologists, addiction physicians, psychiatrists, police officers, Aboriginal Elders, peers and volunteers. The Behavioural Competencies were developed for use in the substance use field as a whole and can be used for these jobs and roles by selecting the most appropriate competencies.

The following table shows suggested competency profiles for each of the seven occupational clusters. The numbers in the table represent proficiency levels. Sample behavioural indicators for each level are provided in *Behavioural Indicators by Proficiency Level*. The levels are not exhaustive. Rather, they have been determined based on the principle that a competency profile includes only the critical competencies required for the job and that it is preferable to have no more than 12 competencies for each profile.

Consulted professionals agreed on the levels of proficiency and they were verified with advisory group members. While these proficiency levels are useful as templates, they may not accurately represent the proficiencies required for the position you are evaluating. It is important, therefore, to ensure that the suggested proficiency level represents the work, role and job function within your organization. It is also important to ensure that all interviews and performance evaluations are conducted in accordance with existing organizational policies and procedures.

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BEHAVIOURAL COMPETENCY PROFILES

1 = Foundational level

2 = Developing level

3 = Proficient level

4 = Advanced level

Competencies	Levels of Proficiency by Occupational Cluster						
	Administrative Support	Counselling	Health Promotion	Senior Management	Supervision	Support and Outreach	Withdrawal Management
Adaptability and Flexibility	1	3	3	4	3	3	3
Analytical Thinking and Decision Making	1	3	2	4	3	2	2
Collaboration and Network Building			3	4		2	
Continuous Learning	2	2	3	4	3	2	2
Creativity and Innovation			3	4	3	2	
Culturally Safe and Anti-oppressive Practice	1	3	3	4	3	3	3
Developing Others			3	4	3		
Effective Communication	2	3	3	4	3	3	3
Ethical Conduct and Professionalism	1	2	2	4	3	2	2
Interpersonal Rapport	2	3	3		3	3	3
Leadership				4	3		
Person-directed Care	1	3	2	4	3	3	3
Planning and Organizing	2		3	4	3	2	3
Self-care	2	3	2	4	3	3	3
Self-management	2	2		4		2	3
Self-motivation			2				3
Teamwork and Cooperation	2	2	2	4	3		2