MINISTRY OF EDUCATION AKADEMI KEPIMPINAN PENDIDIKAN TINGGI

Talent Bench-Strength Assessment in Malaysia's Public Universities

BEHAVIOURAL EVENT QUESTIONNAIRE AND STRATEGIC PLAN

Introduction

The talent profiling process to which you have been invited employs two assessment methods. These two methods are the Behavioural-Event Interview (BEI) technique, with a criterion correlation coefficient of .61, and the Strategic Plan Presentation, with a criterion correlation coefficient of .69 (Smith, M., Journal of Applied Psychology, British Psychological Society, 1988)

The BEI technique involves the interviewee narrating specific events in which he/ she was directly involved, and the interviewer analysing the competency dimensions and proficiency levels displayed by the interviewee in those events. In preparation for the BEI, each interviewee is required to complete and submit this behavioural-event questionnaire (BEQ). In the BEQ, every interviewee would document accounts of competency-specific events in which he/ she was involved either in current or past employment or societal engagements. This is to ensure that significant behavioural events are not overlooked during the BEI.

The questionnaire covers a range of 15 competencies and an illustration page is included. The same situation, event or initiative may be used to account for more than one competency, but interviewees are encouraged to cite as many situations, events or initiatives as possible to reflect the breadth of their experience.

The Strategic Plan Presentation method requires the interviewee to deliver a one-hour stand-up presentation on the desired state that he/ she wishes to accomplish through the target position, and his/ her plans to do so.

The BEQ format and the Strategic Plan Presentation preparation guide ara attached. Interviewees are urged to complete and return the BEQ and the Strategic Plan Presentation formats and submit them to AKEPT prior to the scheduled profiling process.



Content

A. BEHAVIOURAL EVENT QUESTIONNAIRE			
l. L ESS	1.1 Values & Ethics i.e. fostering and supporting the principles and values of the organization and the Public Service as a whole.	P 1	
CLUSTER 1. PERSONAL FFECTIVENESS	1.2 Organisational Commitment i.e. the individual's ability and willingness to align his/her own behaviour with the needs, priorities, and goals of the organisation.	P 2	
CLUSTER PERSON/ EFFECTIVEN	1.3 Self Confidence A person's belief in his or her own capability to accomplish a task. This includes the person's expressing confidence in dealing with increasingly challenging circumstances, in reaching decisions or forming opinions, and in handling failures constructively.	P 3	
ج _ا ک	2.1 Visioning & Strategic Direction i.e. developing and inspiring commitment to a vision of success; supporting, promoting and ensuring alignment with the organization's vision and values.	P 4	
CLUSTER 2. COGNITION	2.2 Conceptual/ Creative Thinking Questioning conventional approaches, exploring alternatives and responding to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives.	P 5	
CIL	2.3 Business Acumen i.e. understanding the business implications of opportunities and decisions and implementing successful business strategies that improve the functioning of the organisation. It requires an awareness of issues, processes and outcomes as they impact the organisation's and stakeholders' strategic direction.	P 6	
R 3. THERS	3.1 Teamwork & Team Leadership i.e. working co-operatively with others, being a part of a team, and assuming the role of leader of a team, working together effectively with interdependent goals and common values and norms to foster a collaborative environment and drive teams in the same direction.	P 7	
CLUSTER 3. LEADING OTHERS	3.2 Leveraging Diversity i.e. fostering an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organisation.	P 8	
LEA	3.3 Change Leadership i.e. managing, leading and enabling the process of change and transition while helping others deal with their effects	P 9	
4. % A.	4.1. Impact & Influence Gaining support from and convincing others to advance the objectives of the University.	P 10	
STER 4 ACT 8 UENC	4.2 Relationship Building/ Networking i.e. building and actively maintaining working relationships and/or networks of contacts to further the University's goals.	P 11	
CLUSTER IMPACT (4.3 Tact & Courtesy i.e. understanding other people, hearing accurately and understanding unspoken, partly expressed thoughts, feelings and concerns of others, and keeping one's emotions under control and restraining negative actions when faced with opposition or hostility from others or when working under stress.	P 12	
S. N	5.1 Achievement Orientation/ Drive i.e. focusing personal efforts on achieving results consistent with the University's objectives.	P 13	
CLUSTER 5. ACHIEVEMENT & ACTION	5.2 Initiative/ Proactive Behaviour i.e. identifying and dealing with issues proactively and persistently; seizing opportunities that arise and/ or preventing problems/ threats that you anticipated, from happening.	P 14	
CL ACH &	5.3 Stakeholder Focus i.e. identifying and responding to current and future stakeholder needs; providing service excellence to internal and external stakeholders	P 15	
BEHAVIOURAL EVENT INTERVIEW QUESTIONNAIRE ILLUSTRATION			
B. STRATEGI	C PLAN RESENTATION	P 17	
C. ENQUIRIE	S	P 18	



Page 1 of 18

	1.1 Integrity, Values and Ethics						
i.e.	i.e. fostering and supporting the principles and values of the University and the Public Service as a whole						
	Illustrative actions include the following:						
 Demonstrates behaviours consistent with the University's values 	 Identifies ethical Implications 	 Aligns team with University's values and ethics 	 Promotes the University's values and ethics 	 Exemplifies and demonstrates the University's values and ethics 			
Describe th	e situation (e.g. professional or soc	A. Situation cietal project, action or initiative)	in which you put the competency int	to practice.			
W	What triggered the need for such pr	B. Trigger(s) roject, action or initiative? By who	om and how was the need identified	?			
	What was/ were required	C. Objective(s) d of you to achieve through the p	roject, action or initiative?				
		·					
What action	n(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources you ι	ised and who else were involved in th	ne project?			
What wer	e the outcomes of your actions and	E. Outcome(s) If the impact on stakeholders/ sys	stems? To what extent was the objec	tive met?			
F. Referees Please identify two persons (Superiors, Subordinates, Colleagues, Stakeholders) from whom we may obtain additional inputs on the account you made here. We would neither request for nor accept from these referees any opinion on you.							
	Referee 1		Referee 2				
Name:							
Organisation:							
Position :							
Contact Phone:							
Contact Email:							



Page 2 of 18

1.2 Organisational Commitment

i.e. the individual's ability and willingness to align his/her own behaviour with the needs, priorities, and goals of the organisation, to ac	t in ways that promote
organisational goals or meet organisational needs. It may appear as putting organisational mission before own preferences, or before pro	ofessional role priorities

organisational goals of fileet of	rganisational needs. It may appear	as putting organisational miss	ion before own preferences, or be	fore professional role priorities.		
Illustrative actions include the following:						
 Demonstrates organisational citizenship behaviour 	 Supports the organisation states commitment 	 Makes personal or professional sacrifices 	 Makes and implements unpopular decisions 	 Sacrifices own unit's good for organisation 		
A. Situation Describe the situation (e.g. professional or societal project, action or initiative) in which you put the competency into practice.						
1	What triggered the need for such pro	B. Trigger(s) oject, action or initiative? By wh	om and how was the need identified	d?		
		ı				
	What was/ were required	C. Objective(s) of you to achieve through the p	project, action or initiative?			
What actic	on(s) did you take, techniques/ tactio	D. Action(s) s you deployed, resources you	used and who else were involved in t	the project?		
What we	re the outcomes of your actions and	E. Outcome(s) the impact on stakeholders/ sy	stems? To what extent was the obje	ctive met?		
Please identify two persons (Su	periors, Subordinates, Colleagues, S neither request for	F. Referees takeholders) from whom we man nor accept from these referees	y obtain additional inputs on the acc any opinion on you.	count you made here. We would		
	Referee 1		Referee 2			

	Referee 1	Referee 2
Name:		
Organisation:		
Position :		
Contact Phone:		
Contact Email:		



Page 3 of 18

		1.3 Self Confidence				
i.e. person's belief in his or l			n's expressing confidence in dealing in handling failures constructively.	with increasingly challenging		
Illustrative actions include the following:						
 Presents self confidently 	 Presents self forcefully or impressively 	 Justifies self-confident claims 	 Volunteers for challenges 	 Puts self in extremely challenging positions 		
A. Situation Describe the situation (e.g. professional or societal project, action or initiative) in which you put the competency into practice.						
\	What triggered the need for such pr	B. Trigger(s) oject, action or initiative? By w	hom and how was the need identified	?		
	What was/ were required	C. Objective(s) If of you to achieve through the	project, action or initiative?			
What actio	on(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources you	used and who else were involved in the	he project?		
		E. Outcome(s)				
What we	re the outcomes of your actions and		ystems? To what extent was the objec	tive met?		
		'				
F. Referees Please identify two persons (Superiors, Subordinates, Colleagues, Stakeholders) from whom we may obtain additional inputs on the account you made here. We would neither request for nor accept from these referees any opinion on you.						
	Referee 1		Referee 2			
Name:						
Organisation:						
Position :						
Contact Phone:						



Page 4 of 18

	2.1.1/	cioning and Stratogic Dire	action			
		sioning and Strategic Dire				
i.e. developing and inspir			ensuring alignment with the Univ	ersity's vision and values		
	Illus	trative actions include the follow	_			
 Demonstrates personal work alignment 	 Promotes team alignment 	 Aligns programme/ operational goals and plans 	 Influences strategic direction 	 Develops vision 		
		A Cituation				
A. Situation Describe the situation (e.g. professional or societal project, action or initiative) in which you put the competency into practice.						
V	What triggered the need for such pr	B. Trigger(s) roject, action or initiative? By whor	m and how was the need identified?	?		
	What was/ were required	C. Objective(s) d of you to achieve through the pro	oject, action or initiative?			
		5 6 ()				
What actio	n(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources you use	ed and who else were involved in th	ne project?		
		/ >				
What wer	re the outcomes of your actions and	E. Outcome(s) If the impact on stakeholders/ systems	ems? To what extent was the objec	tive met?		
F. Referees Please identify two persons (Superiors, Subordinates, Colleagues, Stakeholders) from whom we may obtain additional inputs on the account you made here. We would neither request for nor accept from these referees any opinion on you.						
	Referee 1		Referee 2			
Name:						
Organisation:						
Position :						
Contact Phone:						



Page 5 of 18

		2.2 Conceptual Thinking		
i.e. questioning conventional appr	roaches, exploring alternatives a	and responding to challenges wit and fresh perspectives.	h innovative solutions or services,	using intuition, experimentation
	Illu	strative actions include the follov	ving:	
 Acknowledges the need for new approaches 	 Modifies current approaches 	 Introduces new approaches 	Creates new concepts	Nurtures creativity
		A. Situation		
Describe the	situation (e.g. professional or so		in which you put the competency int	o practice.
NA (I	h	B. Trigger(s)		n
VVI	nat triggered the need for such p	roject, action or initiative? By who	om and how was the need identified?	?
		C. Objective(s)		
	What was/ were require	ed of you to achieve through the pr	roject, action or initiative?	
What action	(s) did vou take techniques/tact	D. Action(s)	sed and who else were involved in th	ne project?
vviiat action	(3) ala you take, techniques/ tact	ics you deployed, resources you di	sed and who else were involved in the	е ргојест:
		E. Outcome(s)		
What were	the outcomes of your actions an		tems? To what extent was the object	tive met?
Discovidant for the second (Const	otana Calanaltantan Callana	F. Referees	all the control fire and the control for the control fire and the contro	
Please identity two persons (Supe	eriors, Subordinates, Colleagues, neither request fo	or nor accept from these referees a	y obtain additional inputs on the acco any opinion on you.	ount you made here. We would
	Referee 1		Referee 2	
Name:				
Organisation:				
Position :				
Contact Phone:				
Contact Email:				



Page 6 of 18

		2.3 Business Acumen		
i.e. understanding the busines organisation. It require	ss implications of opportunities an es an awareness of issues, process	d decisions and implementing success and outcomes as they impact	ccessful business strategies that i the organisation's and stakeholde	mprove the functioning of the ers' strategic direction.
- '		trative actions include the followi	-	-
 Possesses basic knowledge of business 	 Demonstrates a business orientation 	 Leverages opportunities and solutions	 Optimizes programmes and solutions for business benefit 2 	 Directs the organisation
Describe th	ne situation (e.g. professional or soc	A. Situation sietal project, action or initiative) in	which you put the competency in	to practice.
V	What triggered the need for such pr	B. Trigger(s) roject, action or initiative? By whon	n and how was the need identified	?
	What was/ were required	C. Objective(s) d of you to achieve through the pro	eject, action or initiative?	
What actio	n(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources you use	ed and who else were involved in t	he project?
		E. Outcome(s)		
What wer	re the outcomes of your actions and	the impact on stakeholders/ syste	ems? To what extent was the object	tive met?
Please identify two persons (Su	periors, Subordinates, Colleagues, S neither request fo	F. Referees Stakeholders) from whom we may or nor accept from these referees ar	obtain additional inputs on the acc ny opinion on you.	ount you made here. We would
	Referee 1		Referee 2	
Name:				
Organisation:				
Position :				

Contact Phone:



MINISTRY OF EDUCATION AKEPT HOUGHIN LEAGHSHIP LEAGHSHIP

MALAYSIA AKADIPI KEPIPPINAN PENDIDIKANTE				Page 7 of 18		
3.1 Teamwork and Team Leadership						
i.e. working co-operatively with others, being a part of a team, and assuming the role of leader of a team, working together effectively with interdependent goals and common values and norms to foster a collaborative environment and drive teams in the same direction.						
	Illus	trative actions include the followi	ing:			
 Participates as a team member 	○ Fosters teamwork	 Demonstrates leadership in teams 	 Empowers the team 	 Inspires members, builds bridges between teams 		
Describe th	ne situation (e.g. professional or soc	A. Situation ietal project, action or initiative) in	which you put the competency in	to practice.		
V	What triggered the need for such pr	B. Trigger(s) oject, action or initiative? By whon	n and how was the need identified	?		
		'				
	What was/ were required	C. Objective(s) If of you to achieve through the pro	eject, action or initiative?			
What actio	n(s) did you take, techniques/ taction	D. Action(s) cs you deployed, resources you use	ed and who else were involved in t	he project?		
		5 O : ()				
What wer	re the outcomes of your actions and	E. Outcome(s) I the impact on stakeholders/ syste	ems? To what extent was the objec	tive met?		
F. Referees Please identify two persons (Superiors, Subordinates, Colleagues, Stakeholders) from whom we may obtain additional inputs on the account you made here. We would neither request for nor accept from these referees any opinion on you.						
	Referee 1		Referee 2			
Name:						
Organisation:						
Position :						

Contact Phone:



Page 8 of 18

		3.2 Leveraging Dive	rsity			
i.e. fostering an inclusive wor	kplace where diversity and indivi	dual differences are valued	and leveraged to achieve the vision a	nd mission of the organisation.		
Illustrative actions include the following:						
 Subscribes to diversity policies 	 Aligns team Behaviours 	 Utilizes team diversit organisation's advan 	y to	 Develops support systems for promoting diversity & inclusiveness 		
Describe th	e situation (e.g. professional or so	A. Situation cietal project, action or initial	tive) in which you put the competency	into practice.		
B. Trigger(s) What triggered the need for such project, action or initiative? By whom and how was the need identified?						
C. Objective(s) What was/ were required of you to achieve through the project, action or initiative?						
		D. Action(s)				
What actio	n(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources	you used and who else were involved ir	the project?		
		E. Outcome(s)				
What wer	e the outcomes of your actions an		s/ systems? To what extent was the obj	ective met?		
F. Referees Please identify two persons (Superiors, Subordinates, Colleagues, Stakeholders) from whom we may obtain additional inputs on the account you made here. We would neither request for nor accept from these referees any opinion on you.						
	Referee 1		Referee 2			
Name:						
Organisation:						
Position :						
Contact Phone:						



Page 9 of 18

		3.3 Change	Leadership			
i.e. mana	aging, leading and enabling the p	rocess of change	and transition w	hile helping others deal with their	effects.	
	Illu	strative actions in	clude the follow	ing:		
 Makes others aware of change 	 Underscores the positive nature of change 	○ Manages ti ch	he process for ange	 Aligns change initiatives with organisational objectives 	 Champions change 	
A. Situation						
Describe th	e situation (e.g. professional or so			n which you put the competency int	o practice.	
		P. Tria	gor(s)			
V	B. Trigger(s) What triggered the need for such project, action or initiative? By whom and how was the need identified?					
	What was/ were require	C. Obje d of you to achiev		oject, action or initiative?		
		D 4-4	:/-\			
What actio	n(s) did you take, techniques/ tact	D. Act ics you deployed,		ed and who else were involved in th	ne project?	
What wer	e the outcomes of your actions an	E. Outc d the impact on st		ems? To what extent was the objec	tive met?	
F. Referees Please identify two persons (Superiors, Subordinates, Colleagues, Stakeholders) from whom we may obtain additional inputs on the account you made here. We would neither request for nor accept from these referees any opinion on you.						
	Referee 1			Referee 2		
Name:	Nejeree 1			nejeree z		
Organisation:						
Position :						
Contact Phone:						



Page 10 of 18

4.1 Impact and Influence				
i.e. gaining support from and convincing others to advance the objectives of the University				
	Illus	trative actions include the fol	lowing:	
 Uses facts and available information to persuade 	 Adapts rationale to influence others 	 Demonstrates the benef of ideas 	it O Builds coalitions, strategic relationships and networks	 Designs complex influence strategies
Describe th	e situation (e.g. professional or soc	A. Situation cietal project, action or initiativ	e) in which you put the competency ir	nto practice.
V	What triggered the need for such p	B. Trigger(s) roject, action or initiative? By w	hom and how was the need identified	d?
		ı		
	What was/ were require	C. Objective(s) d of you to achieve through the	project, action or initiative?	
What action	n(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources you	used and who else were involved in	the project?
What wer	e the outcomes of your actions an	E. Outcome(s) If the impact on stakeholders/s	ystems? To what extent was the obje	ctive met?
Please identify two persons (Sup	periors, Subordinates, Colleagues, S neither request fo	F. Referees Stakeholders) from whom we n r nor accept from these referee	nay obtain additional inputs on the access any opinion on you.	count you made here. We would
	Referee 1		Referee 2	
Name:				
Organisation:				
Position :				
Contact Phone:				
Contact Email:				



Page 11 of 18

	4.2 Ne	tworking / Relationship B	uilding	
i.e. building	g and actively maintaining worki	ng relationships and/or networks	of contacts to further the Univers	sity's goals
	Illus	strative actions include the follow	ring:	
 Accesses sources of information 	 Builds key contacts 	 Seeks new networking opportunities for self and others. 	 Strategically expands networks 	 Creates networking opportunities
Describe the	e situation (e.g. professional or so	A. Situation cietal project, action or initiative) in	n which you put the competency int	to practice.
W	/hat triggered the need for such p	B. Trigger(s) roject, action or initiative? By who	m and how was the need identified	?
		ı		
	What was/ were require	C. Objective(s) d of you to achieve through the pro-	oject, action or initiative?	
What action	n(s) did you take, techniques/ tact	D. Action(s) ics you deployed, resources you us	ed and who else were involved in th	he project?
What were	e the outcomes of your actions an	E. Outcome(s) d the impact on stakeholders/ syst	ems? To what extent was the objec	tive met?
Please identify two persons (Sup	periors, Subordinates, Colleagues, neither request fo	F. Referees Stakeholders) from whom we may or nor accept from these referees a	obtain additional inputs on the according opinion on you.	ount you made here. We would
	Referee 1		Referee 2	
Name:				
Organisation:				
Position :				
Contact Phone:				
Contact Email:				



Page 12 of 18

		4.3 Tact & Courtes	у		
i.e. understanding other peop emotions under cor	le, hearing accurately and unders strol and restraining negative action	tanding unspoken, partly ex ons when faced with opposi	pressed thoughts tion or hostility fr	, feelings and concerr om others or when w	ns of others, and keeping one's vorking under stress.
	Illus	strative actions include the f	ollowing:		
 Responds with tact 	 Understands others and adapts own behaviour purposely 	 Realigns others' behave with tact 	our o Uses	tact to influence others	 Manages divergent views effectively
		A Cituation			
Describe th	ne situation (e.g. professional or so	A. Situation cietal project, action or initiat	ive) in which you բ	out the competency in	to practice.
١	What triggered the need for such p	B. Trigger(s) roject, action or initiative? By	whom and how w	as the need identified	?
		'			
	What was/ were require	C. Objective(s) d of you to achieve through t	ne project, action	or initiative?	
What action	on(s) did you take, techniques/ tact	D. Action(s) cs you deployed, resources y	ou used and who e	else were involved in t	he project?
What we	re the outcomes of your actions an	E. Outcome(s) d the impact on stakeholders	/ systems? To wha	nt extent was the object	ctive met?
Please identify two persons (Su	periors, Subordinates, Colleagues, neither request fo	F. Referees Stakeholders) from whom we r nor accept from these refer	may obtain additi ees any opinion oi	ional inputs on the acc n you.	count you made here. We would
	Referee 1			Referee 2	
Name:					
Organisation:					
Position :					
Contact Phone:					



Page 13 of 18

	5.	1 Achievement Orientati	on	
	i.e. focusing personal efforts	on achieving results consistent w	vith the University's objectives	
	Illus	trative actions include the follow	ving:	
 Strives to meet work expectations 	 Consistently meets established expectations 	 Surpasses established expectations 	 Seeks out significant challenges 	 Pursues excellence on an organisational level
Describe th	ne situation (e.g. professional or soo	A. Situation cietal project, action or initiative) i	n which you put the competency ir	nto practice.
V	What triggered the need for such pr	B. Trigger(s) roject, action or initiative? By who	om and how was the need identified	1?
	What was/ were required	C. Objective(s) d of you to achieve through the pr	roject, action or initiative?	
What actio	n(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources you us	sed and who else were involved in t	the project?
What wer	e the outcomes of your actions and	E. Outcome(s) If the impact on stakeholders/ syst	tems? To what extent was the obje	ctive met?
Please identify two persons (Su	periors, Subordinates, Colleagues, S neither request fo	F. Referees Stakeholders) from whom we may r nor accept from these referees a	obtain additional inputs on the accard opinion on you.	count you made here. We would
	Referee 1		Referee 2	
Name:				
Organisation:				
Position :				
Contact Phone:				
Contact r none.				



Page 14 of 18

	5.2 li	nitiative / Proactive Beha	viour	
i.e. identifying and dealing with	issues proactively and persistentl	y; seizing opportunities that arise happening.	e and/ or preventing problems/ th	nreats that you anticipated, from
	Illus	strative actions include the follow	ving:	
Addresses current issues	Addresses imminent issues	 Acts promptly in a crisis situation 	 Looks to the future 	 Encourages initiative in others
		A. Situation		
Describe th	ne situation (e.g. professional or soc		n which you put the competency in	to practice.
		B. Trigger(s)		
V	What triggered the need for such p		m and how was the need identified	1?
	What was/ were required	C. Objective(s) d of you to achieve through the pr	oject, action or initiative?	
What actio	n(s) did you take, techniques/ tacti	D. Action(s) cs you deployed, resources you us	ed and who else were involved in t	he project?
What we	re the outcomes of your actions and	E. Outcome(s) d the impact on stakeholders/ syst	ems? To what extent was the object	ctive met?
Please identify two persons (Su	periors, Subordinates, Colleagues, S neither request fo	F. Referees Stakeholders) from whom we may r nor accept from these referees a	obtain additional inputs on the accuracy opinion on you.	count you made here. We would
	Referee 1		Referee 2	
Name:				
Organisation:				
Position :				
Contact Phone:				



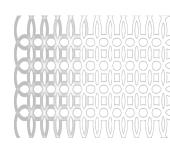
Page 15 of 18

					1 20 20 21 21
		5.3 Stakeho	older Focus		
i.e. identifying and i	responding to current and future	stakeholder need	ds; providing serv	rice excellence to internal and ex	ternal stakeholders.
	Illus	strative actions in	clude the followi	ng:	
 Responds to stakeholder requests 	 Builds positive stakeholder Relations 	 Anticipates stakeho 	and adapts to lder needs	 Fosters a stakeholder- focused culture 	 Considers the strategic direction of stakeholder focus
Describe th	ne situation (e.g. professional or soc	A. Situ		which you put the competency in	to practice.
V	What triggered the need for such pr	B. Trig roject, action or in		n and how was the need identified	?
	What was/ were required	C. Objec d of you to achieve		ject, action or initiative?	
What actio	on(s) did you take, techniques/ tacti	D. Act ics you deployed, i		ed and who else were involved in t	he project?
What we	re the outcomes of your actions and	E. Outc d the impact on st		ems? To what extent was the object	ctive met?
Please identify two persons (Su	periors, Subordinates, Colleagues, S neither request fo	F. Refo Stakeholders) from or nor accept from		obtain additional inputs on the acc ny opinion on you.	ount you made here. We would
	Referee 1			Referee 2	
Name:					
Organisation:					
Position :					
Contact Phone:					



B. BEHAVIOURAL EVENT INTERVIEW QUESTIONNAIRE ILLUSTRATION

	Competency/ Competencies being Accounted for:	2.2 Conceptual/ Creative Thinking
A. Situation	 Describe the situation (e.g. professional or societal project, action or initiative) in which you put the competency into practice. 	Initiative: Redesigning the Performance Appraisal System (PAS) in ABC Sdn. Bhd.
B. Trigger(s)	 What triggered the need for such project, action or initiative? By whom and how was the need identified? 	 Triggers: I conducted a comparative research and found that existing PAS was invalid, indefensible and dysfunctional, Survey finding that PAS was burdensome and biased.
C. Objective(s)	 What was required of you to achieve? Who determined the objective?	 Re-design and deploy a valid, defensible and functional PAS within one financial cycle. I proposed the project.
D. Action(s)	 What action(s) did you take, techniques/ tactics you deployed, resources you used and who else were involved in the project? 	 Established gaps between current PAS against the six validity criteria Developed New Separate Performance Appraisal Systems (Excel-based) for Executives/ Managers and Operatives Sold idea to key stakeholders (Union, Supervisor, Department Heads) Presented Concept, Mechanisms, Deployment Timelines and Investment to Top Management
E. Outcome(s)	 What were the outcomes of your actions and the impact on stakeholders/ systems? To what extent was the objective met? 	 Valid, defensible and functional PAS Less complaints from users. Approved an implemented.





B. STRATEGIC PLAN PRESENTATION

TASK

Select the Position to which you wish or been considered to advance.

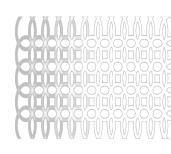
Then, prepare an outline of the strategic plan that you would wish to implement in the first 3 to 5 years being in that Position, in order to transform the organisation to the state that you desire by the end of the 3-to-5-year period.

ANALYTICAL FRAMEWORK

You may use any strategic planning framework of your choice or design.

Presentation Format

Ten- page bullet-point format in Microsoft Power-point, for a — 30 - minute- Stand-up Presentation





C. ENQUIRIES

Should you need further clarification on how to complete
the Behavioural Event Questionnaire,
please contact
En Mujab bin Sungib
Mobile: 012 208 8036

Email: mujabsungib@interpintar.com

