**Role Related Competencies Assessment– Client Services Manager 1**

The information below pertains to role related competencies. The first three competencies are core behaviours expected of all staff within IT. The remaining are role based competencies relevant to the position within the IT Career Framework.

During the review process it is important to highlight specific examples. It might be useful to refer back to previous performance planning discussions to consider how and where performance met or did not meet expectations, as well as to identify other factors that shaped performance.

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| **Core**  **Competency** | **Definition** | **Proficiency Expectations** | **% Meets Expectations** |
| Communication for Results | Clearly and effectively transmits technical and business concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and for comprehension. Reinforces words through empathetic body language and tone. | Intermediate: Conducts discussions with and writes memoranda to all levels of colleagues and peer groups in ways that support troubleshooting and problem solving. Seeks and shares relevant information, opinions, and judgments. Handles conflict empathetically. Explains the context of interrelated situations, asks probing questions, and solicits multiple sources of advice prior to taking action when appropriate. |  |
| Comments: | | | |
| Problem Solving | Anticipates, identifies, and defines problems. Seeks root causes. Develops and implements practical and timely solutions. | Intermediate: Applies problem-solving methodologies and tools to diagnose and solve operational and interpersonal problems. Determines the potential causes of the problem and devises testing methodologies for validation. Shows empathy and objectivity toward individuals involved in the issue. Analyzes multiple alternatives, risks, and benefits for a range of potential solutions. Recommends resource requirements and collaborates with impacted stakeholders. |  |
| Comments: | | | |
| Collaboration | Collaborates with other members of formal and informal groups in the pursuit of common missions, vision, values, and mutual goals. Places team needs and priorities above individual needs. Involves others in making decisions that affect them. Draws on the strengths of colleagues and gives credit to others' contributions and achievements. | Advanced: Consistently fosters collaboration and respect among team members by addressing elements of the group process that impedes, or could impede, the group from reaching its goal. Engages the “right people,” within and beyond organizational boundaries, by matching individual capabilities and skills to the team’s goals. Works with a wide range of teams and readily shares lessons learned and credit for team accomplishments. |  |
| Comments: | | | |
| **Role Related**  **Competency** | **Definition** | **Proficiency Expectations** | **% Meets Expectations** |
| Building Relationships | Builds both formal and informal professional networks. Maintains and extends networks within, across, and external to organizational boundaries. Obtains and shares information, ideas, and problems. Solicits advice, support, championship, sponsorship, and commitment that result in smooth transitions of change and the development of mutually acceptable solutions. | Intermediate: Establishes and maintains relationships and alliances. Shares information and readily determines to whom to go for relevant information. Seeks assistance and feedback in the problem solving process. Partners with others to achieve expectations. |  |
| Comments: | | | |
| Business Enterprise Knowledge | Solicits information on enterprise direction, goals, and industry competitive environment to determine how own function can add value to the organization and to customers. Makes decisions and recommendations clearly linked to the organization's strategy and financial goals, reflecting an awareness of external dynamics. Demonstrates awareness by providing clear explanations for actions taken relative to customer requirements, needs, and industry trends. | Intermediate: Develops and implements technical solutions that meet operational improvement needs. Ensures that decisions are supported by relevant stakeholders, as well as sound performance data. Effectively communicates technology changes to clients and how the changes affect their business drivers. |  |
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| Change Advocate | Identifies and acts upon opportunities for continuous improvement. Encourages prudent risk-taking, exploration of alternative approaches, and organizational learning. Demonstrates personal commitment to change through actions and words. Mobilizes others to support change through times of stress and uncertainty. | Intermediate (I): Participates in change programs by planning implementation activities with other change champions. Interprets the meaning of new strategic directions for the work group and sets objectives and standards. Implements monitoring and feedback systems. Evaluates progress and finds ways of making continuous improvements. Solicits and offers ideas for improving primary business processes. Improves effectiveness and efficiency through the involvement of peers and business partners by initiating new approaches. |  |
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