**Role Related Competencies Assessment– Programmer Analyst II**

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. | Intermediate: Actively solicits ideas and opinions from others to efficiently and effectively accomplish specific objectives targeted at defined business outcomes. Openly encourages other team members to voice their ideas and concerns. Shows respect for differences and diversity, and disagrees without personalizing issues. Utilizes strengths of team members to achieve optimal performance. |  |
| Comments: | | | |
| **Role Related**  **Competency** | **Definition** | **Proficiency Expectations** | **% Meets Expectations** |
| Accountability | Clearly defines mutual expectations of self and others. Takes appropriate actions to ensure obligations are met. Revises standards in response to change. | Intermediate: Sets objectives that meet organizational needs. Provides recommendations to individuals and teams on ways to improve performance and meet defined objectives. Monitors and provides feedback on individual and team performance against defined standards. |  |
| Comments: | | | |
| Business Process Knowledge | Identifies, documents, and monitors key business processes needed to achieve successful business results. Maps and documents processes. Develops framework for process improvement. | Intermediate: Maps full business processes and designs operational process flow. Facilitates group input and drafts proposals for process improvements. Identifies resource implications. Implements process improvement recommendations within the context of overall business processes. |  |
| Comments: | | | |
| Information Systems Knowledge | Maintains and applies up-to-date knowledge of discrete and integrated information systems elements (hardware, software, and network). | Intermediate: Resolves escalated problems of technical support. Identifies root causes. Sets up and integrates new and enhanced information systems. Identifies customer needs and determines the appropriate approach to apply and ensure resolution. Solicits the input of appropriate technical experts and managers as required. |  |
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