**Role Related Competencies Assessment– Project Manager I**

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. | Basic: Investigates defined issues with uncertain cause. Solicits input in gathering data that help identify and differentiate the symptoms and root causes of defined problems. Suggests alternative approaches that meet the needs of the organization, the situation, and those involved. Resolves problems and escalates issues with suggestions for further investigation and options for consideration as required. |  |
| 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. |  |
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| Analytical Thinking | Able to breakdown raw information and undefined problems into specific, workable components that in-turn clearly identifies the issues at hand. Makes logical conclusions, anticipates obstacles, and considers different approaches to the decision-making process." | Intermediate: Coordinates the information gathering and reporting process. Reviews trends and compares to expectations. Conducts research to define problems and prepares responses to anticipated questions. Prioritizes multiple issues and opportunities. Identifies relationships and linkages within several information sources. Anticipates issues that are not readily apparent on the surface. Identifies root causes and effects. Defines priorities within performance objectives. Reports and identifies areas that need guidance in order to resolve complex issues. Anticipates the possible outcome of potential solutions. |  |
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| 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. | Basic: Keeps informed on business operations data. Gains consensus for suggestions from supervisors and project teams. Implements solutions for technological improvements that align with day-to-day business needs. Provides a business-based rationale for determining the necessity of incremental technological improvements and communicates viewpoint using the customers' own terminology. |  |
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