**Role Related Competencies Assessment–QA Architect**

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. | Expert: Converses with, writes strategic documents for, and creates/delivers presentations to internal business leaders as well as external groups. Leads discussions with senior leaders and external partners in ways that support strategic planning and decision-making. Seeks a consensus with business leaders. Debates opinions, tests understanding, and clarifies judgments. Identifies underlying differences and resolves conflict openly and empathetically. Explains the context of multiple, complex interrelated situations. Asks searching, probing questions, plays devil's advocate, and solicits authoritative perspectives and advice prior to approving plans and recommendations. |  |
| Comments: | | | |
| Problem Solving | Anticipates, identifies, and defines problems. Seeks root causes. Develops and implements practical and timely solutions. | Expert: Anticipates problem areas and associated risk levels with objective rationale. Uses formal methodologies to forecast trends and define innovative strategic choices in response to the potential implications of multiple integrated options. Generates and solicits the approval of senior leadership prior to defining critical issues and solutions to unclear, multi-faceted problems of high risk which span across and beyond the enterprise. |  |
| 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. | Expert: Identifies and improves communication to bring conflict within the team into the open and facilitate resolution. Openly shares credit for team accomplishment. Monitors individual and team effectiveness and recommends improvement to facilitate collaboration. Considered a role model as a team player. Demonstrates high level of enthusiasm and commitment to team goals under difficult or adverse situations; encourages others to respond similarly. Strongly influences team strategy and processes. |  |
| 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. | Expert: Defines strategic areas of responsibility. Plans and decides upon the reassigning and restructuring of significant organizational resources. Influences and sponsors cross-organizational decisions on work prioritization, resource allocation, and long-range standards of performance. |  |
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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. | Expert: Establishes strategic goals and enterprise-wide priorities. Uses techniques of advanced business and organizational analysis to identify and assess problem definitions and potential solutions, and compares and contrasts them against predetermined criteria. Creates framework for reviewing large volumes of unorganized data. Probes for, and points to, subtle and unclear relationships in highly complex matters and evaluates the merit of problem definitions and potential solutions. Anticipates the possible outcome of potential solutions. Systemically identifies and resolves complex enterprise-wide issues, while educating senior leaders as to their solution. |  |
| Comments: | | | |
| Thoroughness | Demonstrates attention to detail and accuracy. Defines and organizes tasks, responsibilities, and priorities. Takes responsibility for timely completion. | Expert: Sets the vision, defines the value, and acts as role model for creating a culture that sets superior standards and delivers on time and on budget. Agrees upon service level and project expectations with senior leaders. Reviews enterprise's progress against established goals, objectives, service level targets, and project milestones. Devises strategies for delivering large-scale projects on time. Proactively conducts business review meetings for reprioritization of resources and taking corrective action to respond to strategic initiatives. Holds self and leadership team members accountable for achievements, publicly recognizing successes. Identifies areas of potential vulnerability in achieving strategic business drivers. Supports the enterprise in achieving deliverables by investing in world-class organizational processes. |  |
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