**Role Related Competencies Assessment– Senior Business Analyst**

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. | Advanced: Converses with, writes reports for, and creates/delivers presentations to all levels of colleagues and peer groups in ways that support problem solving and planning. Seeks a consensus with business partners. Debates opinions, tests understanding, and clarifies judgments. Brings conflict into the open empathetically. Explains the context of multiple interrelated situations, asks searching, probing questions, and solicits expert advice prior to taking action and making recommendations. |  |
| Comments: |
| Problem Solving | Anticipates, identifies, and defines problems. Seeks root causes. Develops and implements practical and timely solutions. | Advanced: Diagnoses problems using formal problem-solving tools and techniques from multiple angles and probes underlying issues to generate multiple potential solutions. Proactively anticipates and prevents problems. Devises, facilitates buy-in, makes recommendations, and guides implementation of corrective and/or preventive actions for complex issues that cross organizational boundaries and are unclear in nature. Identifies potential consequences and risk levels. Seeks support and buy-in for problem definition, methods of resolution, and accountability. |  |
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| 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** |
| 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. | Advanced: Determines criteria for assessing issues and opportunities. Establishes clear goals and priorities needed to assess performance. Identifies relationships and linkages between different information sources. Anticipates issues that are not readily apparent on the surface. Identifies root causes and effects. Establishes clear goals and priorities. Anticipates potential problems and develops solutions needed to resolve them. Systemically analyzes relationships between apparently independent problems and issues. Reviews and cross-reviews reports. Identifies trends as well as isolated events. Translates analytical reports into management presentations, and provides guidance to resolve issues. Anticipates the possible outcome of potential solutions. Identifies areas of significant concern or opportunity. Probes and initiates research to identify critical problems. |  |
| 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.  | Advanced: Describes and documents critical cross-functional business process flows. Applies business process reengineering techniques and methods in analyzing process flow and accountability charts. Recommends and advocates substantive process enhancements and assesses both internal and external implications. |  |
| Comments: |
| Initiative | Voluntarily takes the first steps to identify and address existing and potential obstacles, issues, and opportunities. | Advanced: Describes future scenarios and related opportunities. Plans potential responses involving resource holders, peers, processes, and technology. Leads a timely response, seeking internal/external advice and consultation, and sustains progress through uncharted territories. |  |
| Comments: |