**Role Related Competencies Assessment–Senior Client Service Manager**

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. |  |
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| **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. | Advanced: Sets objectives necessary for obtaining feedback and assistance. Maintains effective communication. Shares ideas, issues, and opportunities with members of personal network. Seeks referrals from others with relevant expertise and influence. Attends and maintains relationships with relevant formal and informal professional groups and organizations. |  |
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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. | Advanced: Directs and coordinates the development and implementation of process-based solutions that cross organizational lines. Creates business case for investment in process and technological enhancements. Sets clear explanations for the integration and alignment of technology and business functions, focusing on the strategic value provided. |  |
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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. | Advanced: Leads the planning and implementation of change programs that impact critical functions/processes. Partners with other resource managers/change agents to identify opportunities for significant process enhancements. Recommends changes that impact strategic business direction. Sets expectations for monitoring and feedback systems and reviews performance trends. Evaluates progress and involves peers and team members in analyzing strengths and weaknesses in performance. Improves efficiency by spearheading pilots and planned functional change initiatives. |  |
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