**Role Related Competencies Assessment– Director**

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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| Developing Others | Shares knowledge, skill, or expertise with others. Coaches others. Encourages and reinforces individual and professional development. | Expert: Sponsors and reviews long-term learning needs, career paths, and succession plans for organizational leaders. Assesses skills portfolio and organizational training plans to meet future business needs. Mentors and develops critical talent for the future including top team successors. Sets objectives and accountabilities for developing individuals across the organization. Reviews and reinforces the execution of training and development plans. Provides counsel and guidance to senior business leaders. |  |
| Comments: | | | |
| Strategic Technology Planning | Develops plans that meet the architecture/technology needs of the organization. Incorporates business vision, priorities, strategies, goals, emerging technologies, industry trends, and economic viability. | Expert: Recommends long-term best-in-class policies and plans that will provide enhanced support across the enterprise. Sponsors, coordinates, and approves the enterprise strategic technology plan. Steers enterprise initiatives that support the technology strategy. Allocates and aligns resources to meet the objectives of the plan. Partners with senior enterprise leaders to integrate the strategic technology plan with the enterprise long-term plans. |  |
| Comments: | | | |