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

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. | Intermediate: Applies problem-solving methodologies and tools to diagnose and solve operational and interpersonal problems. Determines the potential causes of the problem and devises testing methodologies for validation. Shows empathy and objectivity toward individuals involved in the issue. Analyzes multiple alternatives, risks, and benefits for a range of potential solutions. Recommends resource requirements and collaborates with impacted stakeholders. |  |
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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** |
| Accountability | Clearly defines mutual expectations of self and others. Takes appropriate actions to ensure obligations are met. Revises standards in response to change. | Advanced: Sets enhanced objectives for self and others. Monitors performance trends and identifies opportunities to improve standards. Provides regular feedback and suggests alternative approaches necessary to ensure that organizational objectives and superior standards are achieved. Delegates responsibility and reallocates resources as needed to ensure that priorities are met for initiatives within area of responsibility. |  |
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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." | 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. |  |
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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. | Intermediate: Develops and implements technical solutions that meet operational improvement needs. Ensures that decisions are supported by relevant stakeholders, as well as sound performance data. Effectively communicates technology changes to clients and how the changes affect their business drivers. |  |
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