**Role Related Competencies Assessment– Senior Programmer 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** |
| 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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| 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. |  |
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| Information Systems Knowledge | Maintains and applies up-to-date knowledge of discrete and integrated information systems elements (hardware, software, and network). | Advanced: Identifies means of integrating technical support requirements with enterprise processes and strategies. Identifies technological opportunities to meet client needs. Creates information system solutions to meet the needs of business stakeholders. Partners with appropriate technical consultants, experts, and managers to resolves complex problems across all IT solutions. |  |
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