Learning and Information Technology Standard Competency Matrix

Collaboration (core)

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.

Developing	Basic	Intermediate	Advanced	Expert
Participates willingly by supporting team decisions, assisting other team members, and doing his/her share of the work to meet goals and deadlines. Informs other team members about client-related decisions, group processes, individual actions, or influencing events. Shares all relevant and useful information.	Takes initiative to actively participate in team interactions. Without waiting to be asked, constructively expresses own point of view or concerns, even when it may be unpopular. Ensures that the limited time available for collaboration adds significant customer value and business results.	Actively solicits ideas and opinions from others to efficiently and effectively accomplish specific objectives targeted at defined business outcomes. Openly encourages other team members to voice their ideas and concerns. Shows respect for differences and diversity, and disagrees without personalizing issues. Utilizes strengths of team members to achieve optimal performance.	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.	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.

Learning and Information Technology Standard Competency Matrix

Communicating for Results (core)

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.

Developing	Basic	Intermediate	Advanced	Expert
Speaks and writes to peers in ways that support transactional activities. Shares information and asks questions prior to taking action.	Converses with, and writes to, peers in ways that support transactional and administrative activities. Seeks and shares information and opinions. Explains the immediate context of the situation, asks questions with follow-ups, and solicits advice prior to taking action.	Conducts discussions with and writes memoranda to all levels of colleagues and peer groups in ways that support troubleshooting and problem solving. Seeks and shares relevant information, opinions, and judgments. Handles conflict empathetically. Explains the context of interrelated situations, asks probing questions, and solicits multiple sources of advice prior to taking action when appropriate.	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.	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.

Learning and Information Technology Standard Competency Matrix

Problem Solving (core)				
Anticipates, identifies, and defines problems. Seeks root causes. Develops and implements practical and timely solutions.				
Developing	**Basic**	**Intermediate**	**Advanced**	**Expert**
Asks questions and looks for data that helps to identify and differentiate the symptoms and root causes of every day, defined problems. Suggests remedies that meet the needs of the situation and those directly affected. Resolves problems and escalates issues appropriately.	Investigates defined issues with uncertain cause. Solicits input in gathering data that help identify and differentiate the symptoms and root causes of defined problems. Suggests alternative approaches that meet the needs of the organization, the situation, and those involved. Resolves problems and escalates issues with suggestions for further investigation and options for consideration as required.	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.	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.	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.

Learning and Information Technology Standard Competency Matrix

Accountability
Clearly defines mutual expectations of self and others. Takes appropriate actions to ensure obligations are met. Revises standards in response to change.

Developing	Basic	Intermediate	Advanced	Expert
Asks questions and provides feedback in an effort to clarify mutual expectations. Seeks advice on tasks and responsibilities when needed.	Checks assumptions about mutual expectations and clarifies standards of overall performance. Checks the scope of responsibilities of self and others. Monitors day-to-day performance and takes corrective action when needed to ensure desired performance is achieved.	Sets objectives that meet organizational needs. Provides recommendations to individuals and teams on ways to improve performance and meet defined objectives. Monitors and provides feedback on individual and team performance against defined standards.	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.	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.

Learning and Information Technology Standard Competency Matrix

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.

Developing	Basic	Intermediate	Advanced	Expert
Gathers and links data. Reviews for non-conformity and gathers further information in response to routine problems. Identifies direct cause and effect relationships. Breaks down tasks and problems into manageable components. Solicits guidance as needed to assess importance and urgency. Escalates issues of a non-routine nature as needed.	Collates and reports information. Identifies trends and exceptions. Investigates to define problems more accurately. Sorts information in order of importance. Identifies relationships and linkages between components. Identifies variable potential causes and effects. Solicits guidance to define criteria and assign values of importance and urgency. Escalates issues of an exceptional nature.	Coordinates the information gathering and reporting process. Reviews trends and compares to expectations. Conducts research to define problems and prepares responses to anticipated questions. Prioritizes multiple issues and opportunities. Identifies relationships and linkages within several information sources. Anticipates issues that are not readily apparent on the surface. Identifies root causes and effects. Defines priorities within performance objectives. Reports and identifies areas that need guidance in order to resolve complex issues. Anticipates the possible outcome of potential solutions.	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.	Establishes strategic goals and enterprise-wide priorities. Uses techniques of advanced business and organizational analysis to identify and assess problem definitions and potential solutions, and compares and contrasts them against predetermined criteria. Creates framework for reviewing large volumes of unorganized data. Probes for, and points to, subtle and unclear relationships in highly complex matters and evaluates the merit of problem definitions and potential solutions. Anticipates the possible outcome of potential solutions. Systemically identifies and resolves complex enterprise-wide issues, while educating senior leaders as to their solution.

Learning and Information Technology Standard Competency Matrix

Initiative				
Voluntarily takes the first steps to identify and address existing and potential obstacles, issues, and opportunities.				
Developing	**Basic**	**Intermediate**	**Advanced**	**Expert**
Volunteers to undertake activities within his or her capability. Asks questions and gathers information prior to taking on new tasks. Seeks help where challenged in trying something new.	Volunteers to undertake tasks that stretch his or her capability. Identifies who can provide support and procures their input. Identifies problems and acts to prevent and solve them.	Seeks out new challenges that require risk taking. Determines the resources, team support, and technical needs necessary to enable success and procures them. Keeps responding to the challenge in spite of obstacles and setbacks.	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.	Integrates future and conflicting scenarios and opportunities. Directs planning for potentially significant outcomes and contingency plans. Identifies areas of high risk. Procures significant commitment of organizational resources, involving resource owners, organizational leaders, core business processes, and technologies. Leads step-by-step, long-term responses, seeking and evaluating input from authoritative sources. Sustains progress in unprecedented strategic directions while maintaining superior ongoing performance.

Learning and Information Technology Standard Competency Matrix

Information Systems Knowledge				
Maintains and applies up-to-date knowledge of discrete and integrated information systems elements relevant to your area of responsibility (hardware, software, and network).				
Developing	**Basic**	**Intermediate**	**Advanced**	**Expert**
Aware of the primary uses of technology by customers, learning the systems of the enterprise and the customers affected. Responds to day-to-day requests for technical support in areas of primary usage. Escalates questions and problems to relevant technical expert groups.	Possesses a basic understanding of the strategy, structures, processes, and procedures of the enterprise in its relationship with the business and its activities. Troubleshoots in response to requests for technical support. Identifies problems and needs. Escalates problems to appropriate technical experts.	Resolves escalated problems of technical support. Identifies root causes. Sets up and integrates new and enhanced information systems. Identifies customer needs and determines the appropriate approach to apply and ensure resolution. Solicits the input of appropriate technical experts and managers as required.	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.	Engineers, coordinates, and submits approval for significant enterprise-wide information system solutions that align with organizational processes and long-term strategies. Recommends large-scale, best practice technological opportunities. Engages appropriate technical consultants, experts, and leaders.