



## Competency Profile for Research and Analysis – Analyst

---

### ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups

**Level 4: Adapts plans and goals.**

- Adapts organizational or project plans to meet new demands and priorities.
- Revises project goals when circumstances demand it.
- Responds quickly to shifting opportunities and risks.

### CLIENT FOCUS

Providing service excellence to internal and/or external clients, addressing immediate and evolving client needs

**Level 4: Provides seasoned advice.**

- Acts as a seasoned advisor, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.
- Encourages clients to consider difficult issues when it is in their best interests.
- Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.

### EXEMPLIFYING INTEGRITY

Treating others fairly, honestly and respectfully, furthering the integrity of the organization and its relationships of trust within the work environment and in the broader community

**Level 1: Acts in fair and ethical manner toward others.**

- Treats everyone equally with fairness, honesty and respect all the time.
- Refrains from behaviour or language that is exclusionary or offensive.
- Focuses on organizational success rather than personal gain.
- Follows through consistently on promises and commitments made to others.
- Presents facts and circumstances transparently, no matter how difficult the facts may be.
- Guards confidential and sensitive information, passing it on only to those that need to know.
- Maintains ethical principles even in the most challenging circumstances.

## ATTENTION TO DETAIL

Working in a conscientious, consistent and thorough manner to ensure accuracy and the quality of work products and services delivered

### **Level 5: Identifies obscure details that are important within a context of distracting information.**

- Identifies all relevant details that are not obvious in various complex and technical documents.
- Identifies the subtleties of decisions rendered.
- Applies the highest standards for accuracy and quality for own work.
- Proposes process improvements to ensure the accuracy and quality of work products and services delivered by own team.

## RESEARCH

Understanding what information is needed, identifying how to locate and collect data from the appropriate sources, and analyzing information to make recommendations and prepare meaningful reports for decision-making

### **Level 5: Demonstrates expert knowledge and ability, and applies the competency in the most complex situations. Develops new approaches or methods in the area. Is recognized as an expert, internally and/or externally.**

- Coaches others on identifying, using and tailoring research methods and sources of information to optimally meet requirements.
- Analyzes diverse research results, identifying new opportunities.
- Makes complex inferences using an enhanced base of general background knowledge and contextual information.
- Oversees others in producing complete and accurate reports summarizing the data collection and analysis process.

## TEAMWORK

Working collaboratively with others to achieve organizational goals

### **Level 3: Fosters teamwork.**

- Gives credit and acknowledgement for contributions and efforts of other team members.
- Makes outstanding efforts to help other team members.
- Fosters team spirit.

- Provides opportunities for all group members to contribute to group discussions.
- Helps build consensus among team members.

## **ANALYTICAL THINKING**

Analyzing and synthesizing information to understand issues, identify options and support sound decision-making

### **Level 4: Applies broad analysis.**

- Integrates information from diverse sources, often involving large amounts of information.
- Thinks several steps ahead in deciding on the best course of action, anticipating likely outcomes.
- Develops conceptual frameworks that guide analysis by describing patterns of complex relationships among elements and events in the operating environment.

## **COMMUNICATION**

Communicating clearly and respectfully with different audiences, both orally and in writing

### **Level 4: Communicates complex messages.**

- Communicates complex issues to widely varying audiences, in a clear and credible manner.
- Handles difficult on-the-spot questions (e.g., from senior executives, public officials, interest groups or the media).
- Secures support for ideas or initiatives through high-impact communication.
- Writes on complex and highly specialized issues (e.g., policy, law, science, economics, international affairs, parliamentary procedure).
- Evaluates written material to ensure accuracy, clarity and influence, making changes when necessary.

## **ORGANIZATIONAL AWARENESS**

Understanding the workings, structure, culture and distribution of power within and beyond the organization and for Parliament as a whole, and applying this understanding to solve problems and achieve desired outcomes

**Level 3: Understands and applies organizational culture, climate and power dynamics.**

- Achieves satisfactory solutions based on an understanding of issues and culture in own and other organizations.
- Recognizes what is and is not acceptable or possible at certain times given the organizational culture, climate and power dynamics.
- Anticipates outcomes based on an understanding of organizational culture and power dynamics.
- Explains how organizational decisions are made and who makes and influences them.
- Applies an understanding of the roles people play in the organization to form alliances and achieve results.