



Competency Profile for Research and Analysis – Analyst (RAN 1 – 3)

ADAPTABILITY

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

RAN-01	RAN-02	RAN-03
<p>Level 2: Adapts to situations.</p> <ul style="list-style-type: none"> Changes own behaviour or approach to suit the situation. Adjusts rules or procedures, based on the situation, while remaining guided by the organization's values. Adapts behaviour to perform effectively under changing or unclear conditions. 	<p>Level 3: Adapts to widely varying needs.</p> <ul style="list-style-type: none"> Adapts to new ideas and initiatives across a wide variety of issues or situations. Supports major changes that challenge traditional ways of operating. Adapts interpersonal style to highly diverse individuals and groups in a range of situations. Adapts own plans and priorities in anticipation of change. 	<p>Level 4: Adapts plans and goals.</p> <ul style="list-style-type: none"> 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

RAN-01	RAN-02	RAN-03
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<p>Level 2: Maintains client contact.</p> <ul style="list-style-type: none"> • Follows up with clients during and after delivery of services to ensure that their needs have been met. • Keeps clients up to date on the progress of the service they are receiving and changes that affect them. • Maintains service to clients during critical periods. • Addresses clients' issues in order of priority. 	<p>Level 3: Provides added value.</p> <ul style="list-style-type: none"> • Looks for ways to add value beyond clients' immediate requests. • Addresses underlying and long-term client needs. • Enhances client service delivery systems and processes. • Anticipates clients' upcoming needs and concerns. 	<p>Level 4: Provides seasoned advice.</p> <ul style="list-style-type: none"> • 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.
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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

RAN-01	RAN-02	RAN-03
<p>Level 2: Acts in fair and ethical manner toward others.</p> <ul style="list-style-type: none"> • 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

RAN-01	RAN-02	RAN-03
<p>Level 3: Demonstrates concern for thoroughness and accuracy.</p> <ul style="list-style-type: none"> • Identifies multiple sources of and approaches to information to ensure that details are addressed. • Reviews the work of others for accuracy and thoroughness. • Follows up to ensure tasks are completed and commitments are met by others. • Verifies that work has been done according to procedures and standards. 	<p>Level 4: Identifies relevant information.</p> <ul style="list-style-type: none"> • Identifies relevant and irrelevant information when reading complex documents under tight deadlines. • Maps out all the logistics and details of a situation to ensure smooth and flawless implementation. • Coaches others on methods and tools to ensure the accuracy of work. 	<p>Level 5: Identifies obscure details that are important within a context of distracting information.</p> <ul style="list-style-type: none"> • 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

RAN-01	RAN-02	RAN-03
<p>Level 4: Demonstrates advanced knowledge and ability, and applies the competency in new or complex situations. Guides other professionals.</p> <ul style="list-style-type: none"> • Communicates research results and conclusions to enhance clients' and colleagues' capabilities. • Provides feedback and guidance to assist others in clarifying problems, making comparisons and identifying critical distinctions. • Capitalizes on a broad, as well as in-depth, perspective and knowledge base when making inferences. • Explains research results, providing conclusions and recommendations to clients as appropriate. 		<p>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.</p> <ul style="list-style-type: none"> • 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

RAN-01	RAN-02	RAN-03
<p>Level 1: Collaborates with others.</p> <ul style="list-style-type: none"> • Deals honestly and fairly with others, showing consideration and respect for individual differences. • Does own fair share of the work. • Seeks assistance from other team members, as needed. • Assists other team members. • Shares all relevant information with others. 	<p>Level 2: Proactively assists and involves others.</p> <ul style="list-style-type: none"> • Initiates collaboration with others. • Assumes additional responsibilities to facilitate the achievement of team goals. • Seeks input from other team members on matters that affect them. • Provides input to other team members as needed. 	<p>Level 3: Fosters teamwork.</p> <ul style="list-style-type: none"> • 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

RAN-01	RAN-02	RAN-03
<p>Level 3: Analyzes complex situations.</p>	<p>Level 4: Applies broad analysis.</p>	

<ul style="list-style-type: none"> • Analyzes complex situations, breaking each into its constituent parts. • Evaluates alternative causes or ways of interpreting complex information. • Identifies connections between situations that are not obviously related. • Identifies gaps in information and makes assumptions to continue the analysis and/or take action. 	<ul style="list-style-type: none"> • 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.
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COMMUNICATION

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

RAN-01	RAN-02	RAN-03
<p>Level 3: Adapts communication.</p> <ul style="list-style-type: none"> • Tailors communication (e.g., content, style, tone and medium) to diverse audiences and readerships. • Reads cues from diverse audiences to 	<p>Level 4: Communicates complex messages.</p> <ul style="list-style-type: none"> • 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. 	

<p>assess when and how to change planned communication approach to deliver message effectively.</p> <ul style="list-style-type: none"> • Communicates with varying organizational levels, sometimes on the spot. • Recognizes others' complex or underlying needs, motivations or concerns, communicating effectively despite the sensitivity of the situation. • Conveys important nuances and context to facilitate understanding of the message or material. 	<ul style="list-style-type: none"> • 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.
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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

RAN-01	RAN-02	RAN-03
<p>Level 1: Understands and applies formal organizational structures and processes</p>	<p>Level 2: Understands and applies informal organizational structures and processes.</p>	<p>Level 3: Understands and applies organizational culture, climate and power dynamics.</p>



<ul style="list-style-type: none">• Applies the organization's formal structures, rules, processes and procedures to accomplish results.• Describes the general environment in which the organization operates.• Explains organizational decision-making processes and formal positions of power.	<ul style="list-style-type: none">• Identifies the unwritten, informal structures, culture, rules, power dynamics and decision-making processes.• Builds an informal network of relationships to facilitate progress toward objectives.• Positions arguments based on an understanding of informal communities of shared interest.• Recognizes unspoken organizational constraints – what is and is not possible at certain times or at certain levels.• Applies both formal and informal channels or networks for acquiring information and assistance and for accomplishing work goals.	<ul style="list-style-type: none">• 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.
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