



Competency Profile for Research and Analysis – Senior Officer

ADAPTABILITY

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

Level 3: Adapts to widely varying needs.

- 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.

CLIENT FOCUS

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

Level 3: Provides added value.

- 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.

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 4: Identifies relevant information.

- 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.

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 4: Demonstrates advanced knowledge and ability, and applies the competency in new or complex situations. Guides other professionals.

- 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.

TEAMWORK

Working collaboratively with others to achieve organizational goals

Level 2: Proactively assists and involves others.

- 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.

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 3: Adapts communication.

- Tailors communication (e.g., content, style, tone and medium) to diverse audiences and readerships.
- Reads cues from diverse audiences to assess when and how to change planned communication approach to deliver message effectively.
- 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.

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 2: Understands and applies informal organizational structures and processes.

- 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.