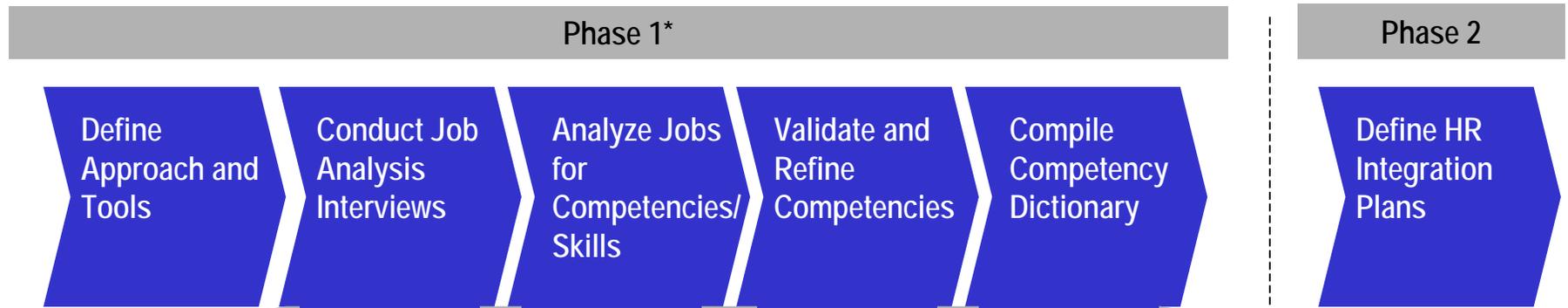


Technology Competency Model Overview

Scope and Approach

Phase 1 competency development activities involved identifying core competencies, skills, and proficiency levels required for each job and documenting those competencies. Phase 2 activities involve linking competencies to other HR programs and are detailed in the Next Steps section of this document.



Activities

- Defined interview approach and tools
- Identified employees to be interviewed (representing all levels, functions, skill sets)
- Determined interview schedule, confirmed logistics, and distributed communication to employees
- Conducted interviews
- Conducted job analysis working sessions to review results
- Identified core competencies and skills
- Analyzed data & develop into a "straw" model
- Documented job profiles (roles, responsibilities, skills, proficiency levels)
- Documented summary of job analysis findings into a validation presentation for a given department
- Conducted review meeting with department head and designated incumbents to validate results and clarify questions
- Obtained signoff on results
- Revised list of competencies based on feedback

Deliverables

- Consolidated all job competencies into a Competency Dictionary
- Work plan/ task list
- Job Interview and Profile Templates
- Interview Tracking Matrix
- Completed Job Profiles
- Competency Matrix
- Department Validation Presentations
- Competency Dictionary (including catalogue of systems and applications)

Technology Competency Model Overview

Proficiency Scale

Individuals in organizations exhibit different levels of proficiency within a specific competency. These differences are defined as proficiency levels. A proficiency level represents the **minimum requirements** for a particular position. The following scales have been defined to differentiate proficiency levels:

Business/ Functional and Technology Competencies

1	2	3	4	5
Discuss and Apply Basic Concepts	Apply Intermediate Concepts	Lead Application of Concepts	Teach Concepts	Develop Concepts

- | | | | | |
|---|--|---|---|--|
| <ul style="list-style-type: none"> • Uses basic functional/ technical vocabulary of the process • Understands and completes tasks associated with own work with some instruction and guidance | <ul style="list-style-type: none"> • Applies own knowledge and past experiences to help achieve the business objectives of the process • Suggests ideas and implements own solutions • Contributes significantly to the progress of the department; • Independently solves problems and makes decisions regarding own work | <ul style="list-style-type: none"> • Provides in-depth functional/ technical expertise and problem solving • Works as a team leader or contributor with specialized knowledge • Understands the interfaces and impacts on other parts of the process | <ul style="list-style-type: none"> • Demonstrates mastery of a functional/ technical area • Promotes learning and understanding to others in the process • Mentors others in the development of this competency; empowers others to develop these skills | <ul style="list-style-type: none"> • Provides and applies in-depth expertise and problem solving to develop an overall solution to address business issues • Searches for ways to improve processes associated with functional/ technical area • Applies understanding of upstream and downstream impacts & relationships to concept development • Works as a senior leader or contributor with specialized knowledge, often on cross-functional teams |
|---|--|---|---|--|

Interpersonal/ Professional/ Leadership Competencies

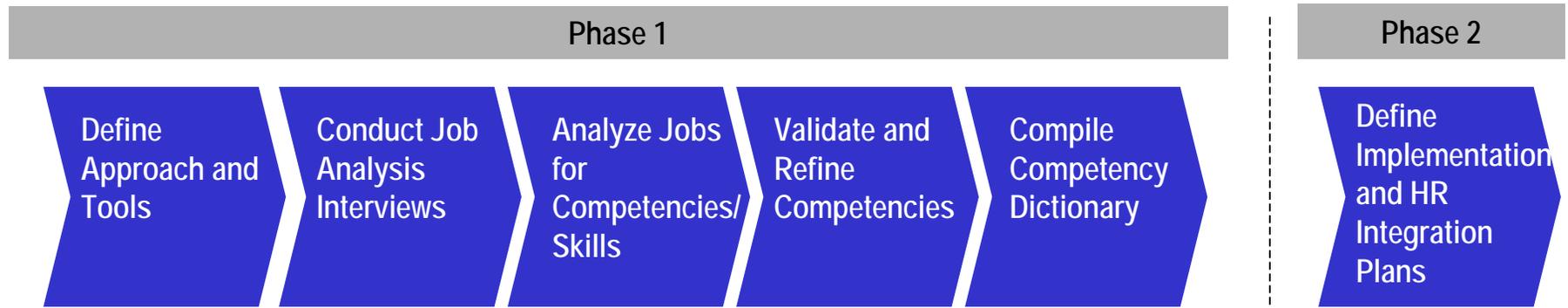
1	2	3
Developing	Practiced	Strong

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Competency is a somewhat important for this role • Demonstrates the competency in many but not all situations | <ul style="list-style-type: none"> • Competency is important for this role • Demonstrates the competency effectively in all situations | <ul style="list-style-type: none"> • Competency is a foundational element of this role • Effectively demonstrates the competency above and beyond expectations |
|--|--|--|

Technology Competency Model Overview

Next Steps

Phase 2 competency development activities will involve linking defined competencies to key HR processes: recruiting, performance management, training and career development activities, etc.; and implementing the competency model across the Technology organization.



Potential Activities

- Determine publication vehicle/ maintenance method for Competency Dictionary, and publish competencies organization-wide
- Review and align linkages with HR processes:
 - Recruiting and Selection
 - Performance Management
 - Skills Assessment
 - Training and Development
- Define priority HR integration activities
- Develop and implement competency-based HR initiatives

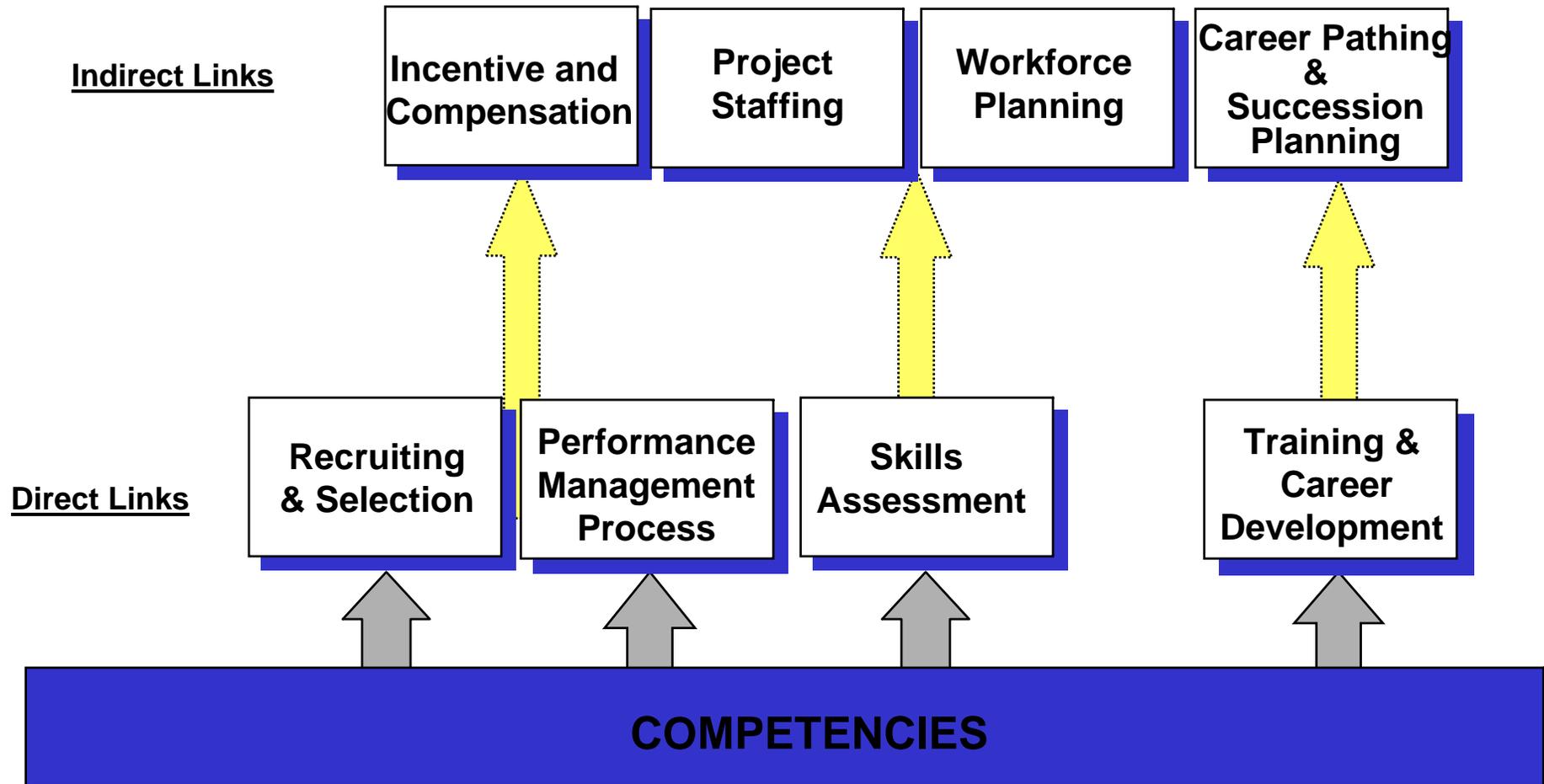
Potential Deliverables

- Competency Model Implementation, Maintenance, and Communication Plans
- HR Integration Plan

Technology Competency Model Overview

Next Steps - How Can the Model Be Used in the Future?

The Competency Model serves as a foundation for future development of HR processes and programs which build on one another. These links should be considered as HR integration plans are defined in the next stage of work.



Next Steps - How Can the Model Be Used Now?

The Competency Model has some immediate applications to HR processes and practices currently in place:

Performance Management

- Used to set expectations for performance as new jobholders are brought on board
- Used in goal-setting and performance assessment discussions with employees to review progress against goals for required sets of skills

Training and Development

- Used to identify skill gaps and define plans to close gaps through formal and informal training programs

Individual Skills Assessment

- Used to assess an individual's skills against competency requirements for each job

Recruiting and Selection

- Used as input to position descriptions for recruiting purposes

Standardization Initiatives

- Used as formal documentation of job roles, responsibilities and skills.