



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.