

Sample Competencies and Proficiency Levels

Use these examples to develop your own core competencies and proficiencies during a job analysis workshop.

While the formats differ, you can see that the common aspects are:

- A useful, brief description of the competency.
- Two proficiency levels for “Meets” and “Exceeds”.
- A clear description of the possible proficiencies that applicants would demonstrate for the given competency.

Example Competency: Remote Work

Completes job tasks efficiently and completely while outside of a co-located office environment. Understands the tools necessary to be successful and productive, including collaboration tools for chatting, sharing files, screen sharing, and conducting group and one-on-one meetings. Considers other remote workers and their needs when planning a project and defining success criteria.

Proficiency Level	Description
Meets	Applicant has worked remotely in the past, is comfortable with the tools described for a <i>Familiar</i> proficiency, and can articulate barriers to productivity that are unique to remote work (ie - distractions in a home office, collaborating across time zones, isolation, etc.).
Exceeds	Applicant can articulate common problems with remote work and has strategies to mitigate those issues. Applicant has been involved in the selection of tools to facilitate remote work and can weigh the pros and cons of various approaches (Google Hangouts - vs- Skype -vs- Zoom

Example Competency: Engineering Considerations

Works effectively with engineers as a true partner. Understands the technical stack of a product and how it can impact product design and project schedules. Considers the complexities involved in building technology at massive scale.

- **Meets:** Has some experience working effectively with engineers. Displays a basic understanding that technical choices impact product design and project schedules. Shows an active interest in learning more about a project's technical foundations.
- **Exceeds:** Repeated track record of working as a true partner with engineers. Describes situations where they have engaged in technical decisions or shifted product or project plans due to technical issues. Repeatedly engages in technical decisions and supports engineering needs. Understands some of the complexities of building technology at massive scale.

Example Competency: Information Architecture

Almost every design today involves organizing information, whether it's an online policies-and-procedures library, product information, or user-generated videos. Information architecture helps us organize that content in a way that makes it easy for users to hone in to the specific content they're seeking.

Skills include understanding methods for organizing information, such as taxonomies, folksonomies, facets, and ontologies; techniques for deriving user hierarchies, such as card sorting; and creating design deliverables, such as site maps.

- **Meets:** Adeptly created intermediate deliverables, such as site maps and wireframes. Has driven both content and navigation architecture on small projects. Used large-scale content delivery classification systems. Used IA-based user research techniques (such as card sorting) to refine taxonomy and content inventories.
- **Exceeds:** Created navigation for a sophisticated application. Oversaw the construction of a large information repository. Worked on implementation of large, unfederated search, using advanced navigation techniques, such as best bets. Shipped multiple releases on a variety of platforms. Trained non-designer team members on the basics of information architecture, so they could produce reasonable initial work.

Sample Interview Questions

Use these example *breadth* and *depth* questions to understand how to format your first and second phone assessment interview questions for your role.

Example Breadth Question

You're brought in to an existing project with a three-tier web site: A web server front-end, an application server, and a database. Each is on its own single separate machine. We want to upgrade the database without taking the site down for "scheduled maintenance." How can we do this?

Follow-up-Questions:

- How does this affect the application server?
- What happens next?

Example Depth Question

Imagine you will be attending a chief executive briefing along with a number of senior leaders from your organization. These senior leaders have more experience and tenure in the organization than you have. In addition, they hold a view that is in conflict with yours. You need the chief executive to adopt your view. How would you prepare for this meeting?

Required Follow-Up Questions

- Imagine the meeting does not result in the outcome you had hoped for, what do you do next?
- Imagine the meeting did result in the outcome you hoped for, but the other senior leaders left the meeting with remaining concerns. Would you take any additional action with those stakeholders?
- Tell us about a time when you experienced a situation where you needed to convince a chief executive of something despite the other leaders who did not feel the same way. What was the outcome and what would you do differently next time?