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| **GIA Capabilities framework - your responses**    Please see below analysis based on your responses to the Skills & Capabilities questionnaire, along with typical role profiles for Auditor, RA, RA and SME.    - Please note this analysis is not intended to manage your performance and will not be used as such. Nor is it part of your year-end evaluation process and should not be referenced therein. However, it may be that there are development objectives from this analysis which overlap with developmental feedback or goals identified as part of your year-end evaluation process.    - Brown-shaded cells highlight where there is scope for further development, but are not an indication of a performance issue.    - All typical role profiles (RA, RM, etc.) are included for information regardless of your rank or current role.    - The analysis should be used, in discussion with your line manager, as an input to potential development objectives.    - There may be development objectives identified by the analysis in areas outside of your current role but you may wish to explore these as part of your broader career development or for assistance as part of internal mobility aspirations.    - Development objectives agreed with your line manager can then be incorporated into your wider Individual Development Plan (IDP).        **Note:** Data in the tables in this document are based on your Skills and Capabilities questionnaire responses incorporated into analysis as of 02 April, 2019. Please refer to the specific Capability level descriptions [here](https://cc.collabweb.ubs.net/sites/GIA-Hub/Skills_And_Capabilities/_layouts/15/WopiFrame.aspx?sourcedoc=%7BDDDB2EB1-5424-4C9C-9902-C48793EB7854%7D&file=Skills%20and%20capabilities%20framework_GIA.pptx&action=default) |

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| Based on these responses, you may want to consider the following learning opportunities: |
| |  |  |  | | --- | --- | --- | | **Capability** | **Course Name** | **Description** | | Business and Regulatory Expertise | Asset Management | Learning opportunities published by Asset Management | |  | Collected 'business-side' divisional/functional mandatory training | GIA Learning Academy aggregation of business-side divisional/functional mandatory training | |  | Corporate Center | Learning opportunities published by Corporate Center | |  | Global Wealth Management | Learning opportunities published by Global Wealth Management | |  | Investment Bank | Learning opportunities published by the Investment Bank | |  | KPMG Lecture Series | KPMG Lecture Series covering various topics e.g. Financial Crime, Culture, EU GDPR, Algo/Electronic Trading etc | |  | Personal & Corporate Banking | Learning opportunities published by Personal & Corporate Banking | |  | Regulatory updates database on GIA Exchange | Regulatory updates database on GIA Exchange | | Communication(Verbal and Written) With Impact | Communication & Impact Workshop | This learning offering is under development. Please check back periodically for updates or contact AM&S [sh-gia-auditmanagement@ubs.com] for more info. | |  | Communication styles eLearning | Communication styles eLearning | |  | Management Insights – Challenging Conversations (recorded version) | Management Insights – Challenging Conversations (recorded version) | |  | Report and Issue Writing Coaching | Report and Issue Writing Coaching | |  | Tone of voice training | UBS Tone of Voice training | |  | UBS PresXpress | UBS PresXpress effective presentation tips, tools and templates | | Data Literacy | GIA DA Diploma Level 2 (Red Belt) | GIA DA Diploma Red Belt is awarded once auditors demonstrate they can consistently apply Yellow Belt knowledge on audits. | |  | GIA DA Diploma Level 3 (Orange Belt) | GIA DA Diploma Orange Belt: Once you have your Yellow Belt, you can take a number of advanced elective courses to earn your Orange Belt. | |  | GIA DA Diploma Level 4 (Green Belt) | GIA DA Diploma Green Belt - Achieve by completing an advanced analytics project with a Core DA mentor. | | Internal Audit Execution and Documentation | Catalogue of GIA Audit Execution training 2019 | Catalogue of GIA Audit Execution training 2019 | |  | GIA Practice Briefings | GIA Practice Briefings - 90 minute calls/sessions focusing on specific topics in GIA methodology. | |  | Institute of Internal Auditors | GIA adheres to the International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors (IIA). Our Audit Standards Manual and guidance documents are closely aligned with the mandatory elements of the IIA's International Professional Practices Framework. The IIA website contains guidance, tools, details of certifications and qualifications and some useful webinars | | Project Management | Project Management | PM training hub: The one stop-shop for project and program management training available at UBS. | |  | Project Management -Training under development | GIA specific learning offerings for this Capability are under development. Please check back periodically for updates or contact AM&S [sh-gia-auditmanagement@ubs.com] for more info. | | Risk and Control Assessment | GIA Practice Briefings | GIA Practice Briefings - 90 minute calls/sessions focusing on specific topics in GIA methodology. | |  | GRC Risk Speaker Series | GRC speakers covering wide range of topics Operational Risk Management and the GRC Strategic Roadmaps | | Stakeholder Management | Communication styles eLearning | Communication styles eLearning | |  | Stakeholder Management -Training under development | Further learning offerings for this Capability are under development. Please check back periodically for updates or contact AM&S [sh-gia-auditmanagement@ubs.com] for more info. | |

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| **Next Steps**    - Discuss the information above with your line manager. Please see the [FAQ](https://connections.swissbank.com/groups/group-internal-audit/projects/learning-development) for more information on how the report should be used.    - Note that the Capability analysis is not a performance management tool aligned to your year-end evaluation process but an input to your discussions regarding potential objectives for development as part of your wider Individual Development Plan (IDP) and broader career development.    - Go to the [GIA Learning Academy](https://connections.swissbank.com/groups/group-internal-audit/projects/learning-development) to find learning opportunities mapped to each Capability.    - Review the career development guidance on the [UBS MyCareer](https://intranet.ubs.net/microsites/pmm/en/my-career.html) micro-site. |