



## Employee Competency Framework

Competency 1: Software Engineering				
Theme	Level 1	Level 2	Level 3	Level 4
OOPS/ Design pattern/Guideline	Have concept and understanding of object oriented analysis & Design (OOAD) principles	Can implement principle of object oriented design and development 1. Object/Class/Magic Methods/Identifiers 2. Inheritance 3. Encapsulation 4. Inheritance/Abstract 5. Polymorphism	Understanding of object oriented design patterns 1. Repository Pattern 2. Composition Pattern 3. Facade 4. Object Chaining/State Management	Have extensive knowledge and practice on every aspect of Object oriented design and development on large scale software development
Requirement	Takes the given requirements and codes to spec	Come up with questions regarding missed cases in the spec	Understand complete picture and come up with entire areas that need to be speced	Able to suggest better alternatives and flows to given requirements based on experience
Source Code Version Control	Folder backups by date	VSS and beginning CVS/SVN user	Proficient in using CVS and SVN features. Knows how to branch and merge, use patches setup repository properties etc.	Knowledge of distributed VCS systems. Has tried out Bzr/Mercurial/Darcs/Git
Software Architecture	Not responsible for architecture, or approaches different features on an ad-hoc basis.	Designs separate components to be a "conceptual fit" for the overall project.	Designs the overall project to support the necessary features and non-functional requirements.	Understands the trade-offs involved in supporting conflicting requirements, and can present customers with realistic alternative options when faced with such conflicts.
Choice of technology	Uses whatever they're told to.	Sticks with what they know.	Considers a few options.	Synthesises personal experience and that of others to choose the technology that best solves the requirements of the problem being considered.

Version control	familiar with idea of version control	Knowledge of GIT flow and able to push, pull, commit.	Proficient in using GIT, understands pull request, merging and branch concept. can use git from command line and can resolve conflict	familiar enough with GIT to maintain company repository
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Competency 2: Programming Skills - Wordpress				
Theme	Level 1	Level 2	Level 3	Level 4
IDE	Mostly uses IDE for text editing	Knows their way around the interface, able to effectively use the IDE using menus.	Knows keyboard shortcuts for most used operations.	Has written custom macros
Analysis	Accepts recommendations.	Questions recommendations, looks for alternative views.	Balances arguments from multiple sources, considers assumptions behind each argument.	Can use multiple arguments to synthesise a reasoned proposal taking the conflicts and trade-offs in the different approaches into account.
Documentation	Don't know which kind of documents should be prepared.	knows structured document deliverables within a software project.	Has his/her own set of reference documents from multiple projects.	Can design proper formats and guidelines for a new S/W project.
HTML	Have basic knowledge of tags and how to implement	Have good knowledge about the tags and basic knowledge of using HTML attributes such as alt, title, placeholder etc. Working with list items and tags Can work with bootstrap framework layouts. Have good understanding of bootstrap grids.	Knows basic concept of semantic HTML Building of custom forms Organizing data with tables Block vs inline tags Good knowledge of html media (video, audio, youtube etc) Can implement bootstrap grid layout , components.	Knows proper use of HTML tags for SEO Can write W3C validated codes Html canvas and svg knowledge of character sets, different doctypes Maintain consistent structure Can modify default bootstrap layouts , can use options and methods for components like , slider, popup, tabs, modals

CSS	<ul style="list-style-type: none"> <li>- Have basic knowledge of css and how to declare the CSS rule</li> <li>- have knowledge of basic css properties such as background, color, font, margin, padding etc</li> <li>- have knowledge of inline css, internal css and external css</li> </ul>	<ul style="list-style-type: none"> <li>- knows how to define css in HTML document (internal, external, inline)</li> <li>- have knowledge of difference between css selectors (HTML, class and id)</li> <li>- have concept of floating and how it works</li> <li>- have basic idea about the concept of css positioning and how it works</li> <li>- knows difference between shorthand and individual</li> <li>- have clear concept of media queries</li> </ul>	<ul style="list-style-type: none"> <li>- knows about the concept of box modelling</li> <li>- knows how to control the pseudo classes and elements whenever needed</li> <li>- have basic knowledge of flex</li> <li>- have basic knowledge of SCSS</li> <li>- Good knowledge on media queries, mobile and desktop first, have ability to use em and rem use.</li> <li>- Use of image sprites</li> <li>- generating svg images</li> </ul>	<ul style="list-style-type: none"> <li>- have sound knowledge of box model</li> <li>- knows how to use flexbox and its properties</li> <li>- SCSS (Mixins, variables, functions)</li> <li>- knows how to reuse the css rule for similar type of layout</li> <li>- knows how to use css hacks for browser compatibility</li> <li>- Advanced CSS animations with @keyframes, animation and transition</li> <li>- Advanced responsive design: media queries, mobile-first vs desktop-first, em vs rem units, etc.</li> <li>- Generating svg sprites</li> </ul>
Javascript/Jquery	Basic knowledge of Javascript programming	Writes JS syntax. Can copy paste JS/Jquery code snippets and make it work on their project	Understands DOM Parsing. Uses JS in project to enhance UX experience.	Knowledge of various JS libraries such as Node.js, prototype, angular, react etc.
PHP	Basic Knowledge of PHP and Memory management	Knowledge of object oriented / event driven programming in PHP	Knowledge of PHP security (SQL Injection / Cross site scripting / CSRF / File upload / Enc / Dec)	Knowledge of library/ APIs and their uses in PHP
Wordpress	Knows about WP and its admin section	Knows how to create basic wp themes, Knows about Custom post types. Has heard about WP hooks and filters. Knows some of the most used the WP plugins.	Can use hooks and filters. Can create basic plugins. Can keep UX elements in themes and functional elements in plugins. Can use and modify most of the available Wp plugins.	Can create and modify complex plugins. Can work with WP API. Can review WP codings from other developers and provide recommendation.

## Competency 2: Programming Skills - E-commerce

Theme	Level 1	Level 2	Level 3	Level 4
IDE	Mostly uses IDE for text editing	Knows their way around the interface, able to effectively use the IDE using menus.	Knows keyboard shortcuts for most used operations.	Has written custom macros
Analysis	Accepts recommendations.	Questions recommendations, looks for alternative views.	Balances arguments from multiple sources, considers assumptions behind each argument.	Can use multiple arguments to synthesise a reasoned proposal taking the conflicts and trade-offs in the different approaches into account.
Documentation	Don't know which kind of documents should be prepared.	knows structured document deliverables within a software project.	Has his/her own set of reference documents from multiple projects.	Can design proper formats and guidelines for a new S/W project.
HTML	Have basic knowledge of tags and how to implement	Have good knowledge about the tags and basic knowledge of using HTML attributes such as alt, title, placeholder etc. Working with list items and tags Can work with bootstrap framework layouts. Have good understanding of bootstrap grids.	Knows basic concept of semantic HTML Building of custom forms Organizing data with tables Block vs inline tags Good knowledge of html media (video, audio, youtube etc) Can implement bootstrap grid layout , components.	Knows proper use of HTML tags for SEO Can write W3C validated codes Html canvas and svg knowledge of character sets, different doctypes Maintain consistent structure Can modify default bootstrap layouts , can use options and methods for components like , slider, popup, tabs, modals

CSS	<ul style="list-style-type: none"> <li>- Have basic knowledge of css and how to declare the CSS rule</li> <li>- have knowledge of basic css properties such as background, color, font, margin,paddng etc</li> <li>- have knowledge of inline css , internal css and external css</li> </ul>	<ul style="list-style-type: none"> <li>- knows how to define css in HTML doucment (internal, external, inline)</li> <li>- have knowledge of difference between css selectors (HTML, class and id)</li> <li>- have concept of floating and how it works</li> <li>- have basic idea about the concept of css positioning and how it works</li> <li>- knows difference between shorthand and individual</li> <li>- have clear concept of media queries</li> </ul>	<ul style="list-style-type: none"> <li>- knows about the concept of box modelling</li> <li>- knows how to control the pseudo classes and elements whenever needed</li> <li>- have basic knowledge of flex</li> <li>- have basic knowledge of SCSS</li> <li>- Good knowledge on media queries , mobile and desktop first, have ability to use em and rem use.</li> <li>- Use of image sprites</li> <li>- generating svg images</li> </ul>	<ul style="list-style-type: none"> <li>- have sound knowledge of box model</li> <li>- knows how to use flexbox and its properties</li> <li>- SCSS (Mixins , variables, functions)</li> <li>- knows how to reuse the css rule for similar type of layout</li> <li>- knows how to use css hacks for browser compatibility</li> <li>- Advanced CSS animations with @keyframes, animation and transition</li> <li>- Advanced responsive design: media queries, mobile-first vs desktop-first, em vs rem units, etc.</li> <li>- Generating svg sprites</li> </ul>
Javascript/Jquery	Basic knowledge of Javascript programming	Can write JS syntax. Can copy paste JS/Jquery code snippets and make it work on their project	Understands DOM Parsing. Uses JS in project to enhance UX experience.	Knowledge of various JS libraries such as Node.js, prototype, angular, react etc.
PHP	Basic Knowlwdge of PHP and Memory management	Knowledge of object oriented / event driven programming in PHP	knowledge of PHP security (SQL Injection / Cross site scripting / CSRF / File upload / Enc / Dec )	knowledge of library/ APIs and their uses in PHP
Liquid Template for Shopify	Basic structure of liquid	Basic Understanding of Schema, block, sections	Detail Understanding and should be able to work on Schema, Section, block, snippets, Templates, Metafields, Ajax API	Detail Understanding of Schema, Section, block, snippets, Templates, Metafields, REST API, Web Hooks

E-commerce /shopify knowledge	Brief understanding of e-commerce theoretically. Like what is categories, sub-categories, what is cart, what is shipping, what is returns? Basic understanding of what is Shopify	Brief understanding of e-commerce. Basic understanding of Shopify, Shopify backend like what is product, collection, orders, pages, Blog, navigation	Good knowledge of e-commerce and how it works. Understanding of Shopify and Shopify backend. Should be able to set up the store on Shopify which includes Payment methods, shipping and other default Shopify features. Can create simple middlewares	In and out knowledge of e-commerce. How it works. Detail Understanding of Shopify and Shopify backend. Should be able to set up the store on Shopify Should be able to set up the third party apps in Shopify and integrate them with Shopify store. Should be able to build the private app and hook them with middleware.
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Competency 2: Programming Skills - Custom Development				
Theme	Level 1	Level 2	Level 3	Level 4
IDE	Mostly uses IDE for text editing	Knows their way around the interface, able to effectively use the IDE using menus.	Knows keyboard shortcuts for most used operations.	Has written custom macros
Analysis	Accepts recommendations.	Questions recommendations, looks for alternative views.	Balances arguments from multiple sources, considers assumptions behind each argument.	Can use multiple arguments to synthesise a reasoned proposal taking the conflicts and trade-offs in the different approaches into account.
Documentation	Don't know which kind of documents should be prepared.	knows structured document deliverables within a software project.	Has his/her own set of reference documents from multiple projects.	Can design proper formats and guidelines for a new S/W project.

HTML	Have basic knowledge of tags and how to implement	<p>Have good knowledge about the tags and basic knowledge of using HTML attributes such as alt, title, placeholder etc.</p> <p>Working with list items and tags</p> <p>Can work with bootstrap framework layouts. Have good understanding of bootstrap grids.</p>	<p>Knows basic concept of semantic HTML</p> <p>Building of custom forms</p> <p>Organizing data with tables</p> <p>Block vs inline tags</p> <p>Good knowledge of html media (video, audio, youtube etc)</p> <p>Can implement bootstrap grid layout , components.</p>	<p>Knows proper use of HTML tags for SEO</p> <p>Can write W3C validated codes</p> <p>Html canvas and svg</p> <p>knowledge of character sets, different doctypes</p> <p>Maintain consistent structure</p> <p>Can modify default bootstrap layouts , can use options and methods for components like , slider, popup, tabs, modals</p>
CSS	<ul style="list-style-type: none"> <li>- Have basic knowledge of css and how to declare the CSS rule</li> <li>- have knowledge of basic css properties such as background, color, font, margin,paddng etc</li> <li>- have knowledge of inline css , internal css and external css</li> </ul>	<ul style="list-style-type: none"> <li>- knows how to define css in HTML doucment (internal, external, inline)</li> <li>- have knowledge of difference between css selectors (HTML, class and id)</li> <li>- have concept of floating and how it works</li> <li>- have basic idea about the concept of css positioning and how it works</li> <li>- knows difference between shorthand and individual</li> <li>- have clear concept of media queries</li> </ul>	<ul style="list-style-type: none"> <li>- knows about the concept of box modelling</li> <li>- knows how to control the pseudo classes and elements whenever needed</li> <li>- have basic knowledge of flex</li> <li>- have basic knowledge of SCSS</li> <li>- Good knowledge on media queries , mobile and desktop first, have ability to use em and rem use.</li> <li>- Use of image sprites</li> <li>- generating svg images</li> </ul>	<ul style="list-style-type: none"> <li>- have sound knowledge of box model</li> <li>- knows how to use flexbox and its properties</li> <li>- SCSS (Mixins , variables, functions)</li> <li>- knows how to reuse the css rule for similar type of layout</li> <li>- knows how to use css hacks for browser compatibility</li> <li>- Advanced CSS animations with @keyframes, animation and transition</li> <li>- Advanced responsive design: media queries, mobile-first vs desktop-first, em vs rem units, etc.</li> <li>- Generating svg sprites</li> </ul>
Javascript/Jquery	Basic knowledge of Javascript programming	Can write JS syntax. Can copy paste JS/Jquery code snippets and make it work on their project	Understands DOM Parsing. Uses JS in project to enhance UX experience.	Knowledge of various JS libraries such as Node.js, prototype, angular, react etc.

Laravel	Has heard about Laravel as a PHP framework	Understand MVC framework used in Laravel and can work on small tasks.Should able to do basic CRUD operations in laravel. has knowledge about the routing and ORM	Can configure database, mail driver, filesystem in Laravel. Understands templating engine in Laravel. Can use composer to install/update/remove packages	Can perform advance level configuration of database, mail driver, filesystem cache driver etc. Understand Laravel queue and configurations. Understands Laravel routing and grouping. Can scope the project and build an architechure for the project based on Laravel framework
Database	Knows basic database concept and CRUD operation	Knowledge of database concepts, normalization, transactions and can write stored procedure and ORM	Able to design good and normalized database schemas keeping in mind the queries that'll have to be run, proficient in use of views, stored procedures, triggers and user defined types. Knows difference between clustered and non-clustered indexes. Proficient in use of ORM tools.	Can do basic database administration, performance optimization, index optimization, write advanced select queries, able to replace cursor usage with relational sql, understands how data is stored internally, understands how indexes are stored internally, understands how databases can be mirrored, replicated etc.

Competency 2: Programming Skills - iOS				
Theme	Level 1	Level 2	Level 3	Level 4
IDE	Mostly uses IDE for text editing	Knows their way around the interface, able to effectively use the IDE using menus.	Knows keyboard shortcuts for most used operations.	Has written custom macros
Analysis	Accepts recommendations.	Questions recommendations, looks for alternative views.	Balances arguments from multiple sources, considers assumptions behind each argument.	Can use multiple arguments to synthesise a reasoned proposal taking the conflicts and trade-offs in the different approaches into account.
Documentation	Don't know which kind of documents should be prepared.	knows structured document deliverables within a software project.	Has his/her own set of reference documents from multiple projects.	Can design proper formats and guidelines for a new S/W project.



Language	Fluency with Swift and basic knowledge of Objective C	can create reusable classes and modules in swift and basic knowlede of functional/reactive programming	better understanding and implementation of reactive/functional programming. Implementation of dependency injection	able to create/manage libraries according to need
Database	basic concept of SQLite	knowledge of coredata and ORM concept	know pros and cons of sqlite/coredata and can create schema	able to suggest/select appropriate database type according to need
<b>Layout</b>	knowledge of storyboard and Auto layout	able to develop complex layout using Autolayout. Knowledge of safe layout, size classes	can implement adaptive layout with use of trait variations.	Should be able to implement appropriate layout according to need

Competency 2: Programming Skills - Android				
Theme	Level 1	Level 2	Level 3	Level 4
IDE	Mostly uses IDE for text editing	Knows their way around the interface, able to effectively use the IDE using menus.	Knows keyboard shortcuts for most used operations.	Has written custom macros
Documentation	Don't know which kind of documents should be prepared.	knows structured document deliverables within a software project.	Has his/her own set of reference documents from multiple projects.	Can design proper formats and guidelines for a new S/W project.
Analysis	Accepts recommendations.	Questions recommendations, looks for alternative views.	Balances arguments from multiple sources, considers assumptions behind each argument.	Can use multiple arguments to synthesise a reasoned proposal taking the conflicts and trade-offs in the different approaches into account.
Language	Fluency with java OR Kotlin	can create reusable classes and modules in Kotlin and basic knowlede of functional/reactive programming	better understanding and implementation of reactive/functional programming. Implementation of dependency injection	able to create/manage libraries according to need
Database	basic concept of SQLite	knowledge of room/content provider and ORM concept	know pros and cons of room/content provider and can create schema	able to suggest/select appropriate database type according to need

<b>Layout</b>	Knowledge of different layouts	knowledge of constraint layout and navigation graph.	can design navigation graph and handle conditional navigation.	Should be able to implement appropriate layout according to need
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<b>Competency 2: Programming Skills - API</b>				
<b>Theme</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
IDE	Mostly uses IDE for text editing	Knows their way around the interface, able to effectively use the IDE using menus.	Knows keyboard shortcuts for most used operations.	Has written custom macros
Documentation	Don't know which kind of documents should be prepared.	knows structured document deliverables within a software project.	Has his/her own set of reference documents from multiple projects.	Can design proper formats and guidelines for a new S/W project.
Analysis	Accepts recommendations.	Questions recommendations, looks for alternative views.	Balances arguments from multiple sources, considers assumptions behind each argument.	Can use multiple arguments to synthesise a reasoned proposal taking the conflicts and trade-offs in the different approaches into account.
<b>Framework</b>	basic knowledge of Laravel framework on PHP/ express framework for nodejs/ API documentation framework	Good knowledge of Laravel framework on PHP/ express framework for nodejs/ API documentation framework	Architectural knowledge of framework and able to modify features as per requirement	Deployment of framework and ability to suggest feasible framework
Language	Fluency with PHP OR Nodejs	can create reusable classes and modules in PHP or node js	Implementation of dependency injection and knowledge of prototype programming	able to create/manage libraries according to need

Database	Knows basic database concept and CRUD operation	knowledge of database concepts, normalization, transactions and can write stored procedure and ORM	Able to design good and normalized database schemas keeping in mind the queries that'll have to be run, proficient in use of views, stored procedures, triggers and user defined types. Knows difference between clustered and non-clustered indexes. Proficient in use of ORM tools.	Can do basic database administration, performance optimization, index optimization, write advanced select queries, able to replace cursor usage with relational sql, understands how data is stored internally, understands how indexes are stored internally, understands how databases can be mirrored, replicated etc.
web technology	basic knowlege of HTML/CSS/Javascript	can use html5/bootstrap/CSS/Jquery	has knowledge of SAAS, able to implement vue js	able to suggest/select appropriate framework as per need

Competency 3: Software Development Methodology, Practices and Frameworks				
Theme	Level 1	Level 2	Level 3	Level 4
Understanding of Agile Philosophy	Has general understanding of Agile including philosophy, principal and practices.	Has deeper understanding of Agile including philosophy, values, principal and practices.	Has deeper understanding of Agile including philosophy, values, principal and practices, and relates them with project and team under minimal supervision.	Has deeper understanding of Agile including philosophy, values, principal and practices, relates them with project and team.
Understanding of Scrum Framework	Has general understanding of Scrum Framework, process and practices.	Has deeper understanding of Scrum Framework, process and practices.	Has deeper understanding of Scrum Framework and practices, and relates them with project and team under minimal supervision.	Has deeper understanding of Scrum Framework and practices, relates them with project and team.
Application of Jira Tool	Manages own sprint and backlog with minimal supervision.	Manages own sprint and backlog with consistent information on time.	Manages project/team's sprints and backlogs with consistent information on time, and makes necessary adjustments on time with minimal supervision.	Manages project/team's sprints and backlogs with consistent information on time, makes necessary adjustments on time, and inspires others for the same.

### Competency 4: Project Management Skill

Theme	Level 1	Level 2	Level 3	Level 4
Resources	Identifies resources needed to complete tasks of a project.	Identifies resources needed to complete the project.	Identifies and allocates resources needed to complete the project.	Identifies and allocates resources needed to complete the project.
Task/project plan	Develops a task plan, including timelines and inputs.	Develops a project plan, including timelines and inputs at various stages.	Develops a project plan, including timelines and inputs and output at various stages.	Develops a project plan, including timelines and inputs and output at various stages.
Supervision of task/project	Implement the task plan, monitors progress, resource usage.	Implement the project plan, monitors progress, resource usage, and quality.	Supervises implementation of the project plan, monitors progress, resource usage, and quality, and makes needed adjustments under minimal supervision.	Supervises implementation of the project plan, monitors progress, resource usage, and quality, and makes needed adjustments.
Deadline and commitment	Makes necessary adjustment in deadline ensuring "no surprise" under supervision.	Makes necessary adjustment in deadline ensuring "no surprises" at the expected completion under supervision.	Renegotiates commitments or deadlines as circumstances dictate with Supervisor and client, ensuring "no surprises" at the expected completion under minimal supervision.	Renegotiates commitments or deadlines as circumstances dictate with Supervisor and client, ensuring "no surprises" at the expected completion.

### Competency 5: Resource Management Skill

Theme	Level 1	Level 2	Level 3	Level 4
Resource planning	Understands the simple resource plan of a project or tasks.	Understands the complex resource plan of a project or tasks and related details.	Develops a detail resource plan considering appropriate factors including resource constraints and priorities under minimal supervision.	Develops a detail, complex resource plan considering appropriate factors including resource constraints, priorities and strategies.

Resource adjustment	Understands the adjustments made in resource plan of a project or tasks and their general implications on work.	Understands the adjustments made in resource plan of a project or tasks, their broader implications on work and priorities.	Timely analyzes and makes adjustments in resource plan of a project or tasks considering their implications on work and priorities under minimal supervision.	Timely analyzes and makes adjustments in resource plan of a project or tasks considering their broader implications on work, priorities, and strategies.
Resource conserve	Understands the purpose, strategies and actions to conserve resource and performs accordingly under supervision.	Understands the purpose, strategies and actions to conserve resource and performs accordingly.	Timely develops the purpose, strategies and actions to conserve resources under minimal supervision.	Timely develops the purpose, strategies and actions to conserve resources and inspires/encourages others/ team.

Competency 6: Analytical Thinking Skill				
Theme	Level 1	Level 2	Level 3	Level 4
Project/task component	Understands details of tasks and their components under minimal supervision.	Understands details of project and their components.	Analyzes details and complexity of project and their components.	Analyzes details and complexity of project and breaks each them into related components.
Relationship and causes of component	Understand relationships of components and interprets relationships.	Understand relationships of components, interprets relationships, and identifies causes of relationship.	Identifies and evaluates relationship of components, causes of relationship, and interprets alternative causes of complex project with minimal supervision.	Identifies and evaluates relationship of components, causes of relationship, and interprets alternative causes of complex project.
Gap, analysis and action	Understands gaps in project/task and conducts analysis under supervision.	Understands gaps in project/task, conducts analysis and take action under minimal supervision.	Identifies gaps in project/task, create assumptions to conduct analysis and take action under minimal supervision.	Identifies gaps in project/task, create assumptions to conduct/continue analysis and take action.
Ideas/though to logical conclusion	Understands line of ideas/though to its logical conclusion under supervision.	Understands line of ideas/though to its logical conclusion under minimal supervision.	Follows a line of ideas/though to its logical conclusion with minimal supervision.	Creates and follows a line of thought throughly to its logical conclusion.

### Competency 7: Problem Solving Skill

Theme	Level 1	Level 2	Level 3	Level 4
Problems and relations	Identifies problems and their causes under minimal guidance.	Identifies problems and their causes.	Identifies complex problems based on range of factors and their relationships under minimal guidance.	Identifies complex problems based on range of factors and their relationships.
Solutions and perspectives	Identifies solutions and possible app	Identifies optimal solutions, possible approaches and prioritizes first approaches to solution.	Identifies optimal solutions, possible approaches and prioritizes solutions considering broad perspectives under minimal supervision.	Identifies optimal solutions, possible approaches and prioritizes solutions considering broad and strategic perspectives.
Understanding of problem	Demonstrates general understading of other's opinions on problems, causes and solutions.	Demonstrates broad understading of other's opinions on problems, causes and solutions.	Demonstrates broad and rich understading of other's opinions on problems, causes and solutions and reprecussions.	Demonstrates broad and rich understading of other's opinions on problems, causes and solutions and reprecussions considering relationships with stakeholders.
Recommendation and considerations	Implements recommendations or solutions adhering with procedures under minimal supervision.	Implements recommendations or solutions adhering with procedures.	Make recommendations or solutions adhering with procedures, core values and culture under minimal supervision.	Makes complex recommendations or solutions considering priorities and adhering with procedures, core values and culture.

### Competency 8: Supervisory Skill

Theme	Level 1	Level 2	Level 3	Level 4
Time and priority	Understands the time and priority adjust tasks and workloads to complete project under supervision.	Understands the time and priority adjust tasks and workloads to ensure project success.	Understands the differences in employees's time and priority and adjusts projects and workloads to ensure success under minimal supervision.	Understands the differences in employees's time and priority and adjusts projects and workloads to ensure success.

Conflict management	Understands the conflicts and causes and adjusts according to the conflict resolution process.	Understands the conflicts, causes, insights of the conflict resolution process, and adjusts according to the process.	Identify conflict, causes, and methods for handling conflict, and improves the project/team productivity by resolving conflict under minimal supervision.	Identify conflict, causes, and methods for handling conflict, and improves the project/team productivity by resolving conflict.
Delegation	Delegates tasks to project team member considering required skills to manage delegated tasks.	Identifies and delegates tasks to project team member by assessing required skills to manage delegated tasks.	Identifies and delegates varieties of tasks to project team members by assessing required skills of team members to manage delegated tasks under minimal supervision.	Identifies and delegates varieties of tasks to project team members by assessing required skills of team members to manage delegated tasks to engage/ inspire project team.
Coaching/training	Provides general instruction or guidance to project team member including project and process.	Trains project team members on project and process, and provides detail instruction or guidance to project team member to strengthen skills to complete the tasks,	Trains project team members on project and process, drives the project with data, analysis and strategies, and provides periodic coaching to project team member to strengthen skills to complete the tasks.	Provides periodic coaching to project team member to strengthen skills to complete the tasks by focusing on the quality and inspires to succeed for more challenging tasks.

Competency 9: Communication Skill				
Theme	Level 1	Level 2	Level 3	Level 4
Quality attributes	Communicates with correct and clear information.	Communicates with complete, correct and clear information with minimal supervision.	Communicates with complete, correct and clear information.	Communicates strategically with complete, correct and clear information.
Schedule and committment	Communicates timely and within the agreed schedule under supervision.	Communicates timely and within the agreed schedule.	Renegotiates schedules and committments, communicates timely and within the agreed schedule under minimal supervision.	Renegotiates schedules and committments, communicates timely and within the agreed schedule.

Listening and comprehension	Listens, interprets and understands other person's message with minimal supervision.	Listens, interprets and understands other person's/team's communication.	Focus on understanding other person's/teams' message and assesses verbal/non-verbal clues to interpret messages under minimal supervision.	Focus on understanding other person's/teams' message, assesses verbal/non-verbal clues to interpret messages, and shows value to other person's/teams' message.
Communication strategy	Communicates using general approach of oral and written medium under supervision.	Communicates using different approach of oral and written medium under minimal supervision.	Uses varied medium and opportunities to promote communication and develops common understanding.	Uses varied medium and opportunities to promote communication and develops common understanding and consensus.

Competency 10: Client Focus				
Theme	Level 1	Level 2	Level 3	Level 4
Understanding client's need	Listens and understands client's need	Listens, understands, and see values	Shows proactiveness to listen, understand, and value client's need	Shows proactiveness to listen, understand, and value client's need by welcoming changing requirements even in tight schedule.
Meeting client's need	Shows eagerness to meet the current need of client.	Shows commitment to meet the current need of client.	Explore client's need and shows commitment to meet the current of client.	Explore client's need and shows commitment to meet the current and future need of client.
Client service delivery	Understands client service delivery systems and processes and implements them under supervision.	Understands client service delivery systems and processes and implements them.	Enhances client service delivery systems and processes.	Enhances client service delivery systems and processes with strategic approach to satisfy client.
Negotiation	Communicates with client for update and renegotiation of schedule (tasks and time) under supervision.	Communicates with client for update and renegotiation of schedule (tasks and time) under minimal supervision.	Communicates with client for update and renegotiates on schedule (tasks, time) and comes to conclusion under minimal support.	Communicates with client for update and renegotiates on schedule (tasks, time, RFC) and drives to conclusion.