



Competency Framework

Building the Structure for Success

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Competency Framework

Behavioral/Process-level Competencies

- Business Acumen
- Decision Making
- Analytical and Logical Thinking
- Innovation
- Change Management
- Customer Focus
- Self Management
- Tenacity and Initiative
- Accountability
- Effective Communication
- Collaboration
- Building Teams
- Coaching and Development

Subject Matter Expertise Competency

- Possesses relevant functional/domain/industry knowledge required to provide effective business solutions.
- Familiar with functional or technical fundamentals and provides relevant strategic linkage to projects/initiatives.
- Has a deep understanding of industry trends and provides thought leadership and mentorship to teams

Note:

- Subject Matter Expertise is a combination of Technical or Functional sub competencies.
- Detailed sub competencies are defined separately as relevant to the specific job family.

Proficiency Definitions

Beginner	<ul style="list-style-type: none">• Exhibits some of the descriptors listed in the competency definition.• Shows some evidence of the skill being performed.• Can demonstrate a basic knowledge of the skill.• May not have sufficient opportunities to demonstrate the skill.• Moderate support is required to apply the skill effectively in typical work situations.
Practitioner	<ul style="list-style-type: none">• Exhibits most of the descriptors listed in the competency definition.• Shows great evidence of the skill being performed.• Has had sufficient opportunities to demonstrate the skill.• Can use the skill to accomplish required job tasks.• Is able to use the skill effectively with minimum support in typical work situations.
Proficient	<ul style="list-style-type: none">• Consistently exhibits the descriptors listed in the competency definition.• Can successfully demonstrate and model the skill to others.• Can identify uncommon situations associated with the use of this skill and address them independently, or effectively ask for help from a more experienced person.• Can provide coaching to lower level performers on how to use the skill in typical work situations.
Expert	<ul style="list-style-type: none">• An expert can be consulted as an authority when addressing matters involving the skill.• Is a strong advocate of the skill and drives interventions to inculcate the skill in others.• Has applied processes and tools over multiple situations with high complexity.• Can apply it effectively in all situations, while giving consideration to the overall objectives and operation of the business.• Is recognized by peers, subordinates, and management as exemplary.

Competency Definitions Overview

The competency framework and definition have arrived through our organization vision, market study, business leaders' views, employee participation and expert consultations.

Competency definitions provide a standardized guideline and prescribe key behaviors that define proficiency at each competency level.

The definitions sections would include:

- A broad level definition of each competency.
- Specific behavioral indicators to differentiate between proficiency levels.
- Suggested evaluation questions to help you assess your team member.

This model will be instrumental in serving as a benchmark for success as well as providing a framework for individual's development.

Behavioural Competency definitions

Business Acumen

Business Insight	Exhibits farsighted approach of business elements such as Product/ Services offerings, industry groups, global trends, directions and regulatory considerations. Understands the external market environment and complexities in which the business is operating (clients, competitors, suppliers, regulatory environment) in local and global context.
Strategic Agility	Leverages knowledge of business environment to develop effective and profitable strategy aligned with Organization's vision/mission and values with receptiveness and adaptability.
Financial Acumen	Understands financial drivers and uses appropriate financial strategies and methods to maximize cash flow and limit risk to the organization.

Beginner	Practitioner	Proficient	Expert
Has surface level knowledge of product and services pertaining to domain/function.	Has in-depth knowledge of all products and services pertaining to domain/function. Aware of the products and services offered by one's own business unit.	Has in-depth knowledge of all the products and services offered by Persistent. Applies global business trends, compliance regulations proficiently.	Is abreast with current/ upcoming products & services both for Persistent and global competitors. Provides thought leadership and futuristic view on global practices.
Has a broad level understanding of the business vision and is able to align short-term activities in accordance to the big picture.	Aligned to the organization vision, able to communicate it effectively and create short-term/mid-term strategies. Quickly identifies and responds to business opportunities.	Creates a shared vision for his function/department for short to mid-term and creates strategies that leverage team strengths/ overcome weaknesses. Farsighted strategy toward business opportunities and challenges.	Creates long-term vision for the unit or organization and develops specific interventions to align team level and business objectives. Exhibits and influences others towards a farsighted and opportunistic business approach.
Understands and is aware of key factors that impact the financial health of the organization.	Understands and considers financial statements and metrics. Aligns project activities to financial health parameters effectively.	Keeps abreast with important finance datapoints and utilizes the same in decision-making such as budget planning.	Makes decisions/policies utilizing key financial market trends and in line with increasing financial value and limit risk to the organization.

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Evaluation Tips

Does your team member understand how the company/customer org is structured, business lines, revenue models?

Does your team member show interest to understand company's/customer's financial performance?

Does your team member try to research and use industry data/trends in day to day work?

Does your team member consider the business objectives while making plans/strategies?

Decision Making

- Exhibits a logical and structured decision-making approach by analyzing all possible options and determining the best-case scenario.
- Generates alternatives, considers risks of each alternative and further applies intuition along with decision-making tools such as SWOT analysis, Cost Benefit Analysis, etc.
- Anticipates the consequences of decisions and quickly responds with a back-up plan if a decision goes amiss, Proactive to evaluate the effectiveness of decisions taken.
- Considers inputs from relevant stakeholders but stands by a decision with confidence even when faced with resistance or opposition.

Beginner	Practitioner	Proficient	Expert
Makes and implements routine decisions in a timely manner. Consults and seeks necessary information on which to base decisions.	Makes time-sensitive decisions even when only limited information is available but is sufficient enough in order to exercise solid judgment.	Is able to make and implement decisions where required information is incomplete, contradictory and/or ambiguous.	Makes a reasoned decision between methods, systems or procedures even where there is complete lack of guidelines.
Weighs appropriately available information when choosing the best protocol.	Tries different approaches when initial efforts to solve problems fail; anticipates possible problems and develops alternatives.	Effectively applies one's intuition along with structured methods. Proactively monitor risks and acceptable risk tolerances.	Depicts impeccable and confident intuition; Integrates risk management into program/portfolio.
Uses sound judgement and deals with clear cut situations.	Makes the right call and is not influenced by undue interferences or threats. Acts promptly and with confidence when a situation requires a quick decision.	Keeps composure and confidence during difficult times, in a crisis or under pressure; acts decisively and quickly to resolve business issues.	Quick and effective decision maker. Confident to take educated risks and guides teams to make innovative and creative decisions.



Evaluation Tips

Does your team member use a structured approach while tackling a problem?

Does your team member apply analytical tools and methods while approaching a complex task/problem?

Does your team member critically evaluate multiple options in order to solve a problem?

Does your team member keep in mind the final objective while concluding on a decision?

In times of making an unpopular decision, does your team member accept and manage conflicting well?

Analytical and Logical Thinking

- Evaluates and analyses data and information, draws conclusions and presents an argument using critical thinking, analytical reasoning, and problem-solving skills.
- Investigates issues and conducts root cause analysis to solve a variety of problems in their area of work. Develops and implements practical and timely solutions.

Beginner	Practitioner	Proficient	Expert
Breaks down tasks or problems into key parts. Is able to identify and seek helps in areas that need deeper decision-making.	Recognizes cause and effect. Thinks through why something happened and about the implications.	Displays critical thinking, analyses variables, multiple implications and several possible causes for any given situation.	Tackles apparently complex situations by rigorous analysis, including consideration of longer-term impact.
Makes lists of actions required and resources needed. Breaks down programs of work so that they are digestible.	Makes clear, logical plans and plans and structures coherent programs of work with clear key milestones.	Uses analytical tools/ evaluation methods to assess complex set of factors.	Unwavering precision in logical analysis of high impact/complex decisions that have org impact.
Considers factors within one's functional area.	Considers internal and external factors relevant to business parameters effectively.	Considers possible obstacles and risk elements, best practices and benchmarks in one's industry.	Leverages one's deep market insights. Has an established reputation for being an innovative and creative problem solver.



Evaluation Tips

Does your team member use a structured approach while tackling a problem?

Can your team member logically identify root cause/ explore rational resolution options and stay focused on the end objective?

Does your team member apply analytical tools and methods while approaching a complex task/problem?

Does your team member effectively apply his/ her research skills to gather relevant information to solve a problem?

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Innovation

Ingenious Thinking and Innovative Business Solutioning:

- Generates ingenious ideas for improvement in own area of work, including creative and radically different ways of doing things.
- Exhibits strong intellectual curiosity/spirit of inquiry, an eager wish or an ardent desire to know or learn something new.
- Proactively identifies opportunities for change, thinking laterally to identify new solutions to business problems and is able to generate creative solutions across domain/function.
- Demonstrates innovating thinking in direction of organization goals/customer experience.

Beginner	Practitioner	Proficient	Expert
Demonstrates awareness and need to improvise own products and services and comes up with a few ideas under guidance.	Advocates improvisation of existing products and services and produces a few innovative ideas pertaining to his skills/function.	Proactively identifies opportunities for change, thinks laterally to identify new business solutions and generates creative ideas across domains.	Anticipates change in the external environment and applies relevant ideas to create alternative solutions to create differentiation in market.
Is able to identify the basic need for new products/requirements or improvising the existing products/services.	Looks to improve and integrate existing solutions and works towards developing new solutions in own function/domain.	Identifies the need for new product/services pertaining to function/department and provide clear and comprehensive requirements.	Effectively applies solutioning mind-set to exceed customer expectations and to reduce costs & time to market.
Puts together a basic plan, visualizing the steps involved in execution of an idea.	Plans towards successful execution of ideas, involving team members for implementation.	Builds effective support mechanisms to ensure execution of ideas.	Uses design thinking to design and improvise on solutions for clients.
Exhibits a curious mind that listens attentively and constantly absorbs novel information.	Asks relevant and curious questions and looking for opportunities to help clients.	Curiously deep dives into the why and how element of any product or solution.	Fosters environment of new concept generation and curiosity and disruptive thinking.

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Evaluation Tips

Does your team member beyond the obvious and think out of the box for innovative solutions?

Does your team member ask curious questions and deep dive into specifics?

Is your team member abreast of relevant tools and models that can help in idea generation and innovative thinking?

Does the employee use these tools or models effectively at given work scenarios?

Change Management

- Empowers team members with authority to take decisions and encourages prudent risk-taking.
- Identifies, assesses and participates in managing risk while striving to attain objectives.
- Leads change initiatives and constantly seeks opportunities for organizational improvement.
- Mobilizes others to support change through times of stress and uncertainty.
- Develops an organization-wide culture that thrives in a changing business scenario.

Beginner	Practitioner	Proficient	Expert
Understands the rationale for change.	Identifies and facilitates opportunities for change pertaining to one's scope of work.	Adept in identifying and facilitating change in line with organizational priorities.	Serves as a change champion for large enterprise level changes.
Demonstrates a mindset to welcome change.	Understand effect of change and impact from short-term and long-term perspective.	Proactively identifies the scope of transition problems/ challenges and the impact of change on relevant stakeholders.	Energizes the team to generate support for change and coaches the team members in techniques.
Ability to align to the changes in given work scenarios.	Adept in establishing effective structures and processes for planning orderly implementation of change.	Ability to resolve any conflict of interest during the change management implementation process.	Astute in building synergy between the old and new ways of doing things, and strongly influences others to effectively transition during the change process.
Shows enthusiasm and confidence and belief in the change through actions.	Implements change successfully within established timeframes.	Establishes metrics for success and tracks the same over stipulated period.	Reviews metrics and ensures long-term change effectiveness.
Understands the risks during implementation and seeks help from others in mitigation.	Considers potential risks and proposes mitigation and contingency plans.	Exhibits openness to take on calculated risks supported by usage of tools and calculated decision-making approach to evolve a methodical risk management plan.	Ability to distinguish with confidence between the potential for success and measure risks worth taking to move the unit and organization forward.

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Evaluation Tips

Does your team member understand the granularities and impact of change in short-term and long-term?

Is your team member able to effectively implement change initiatives and management related activities like communication, education, conflict management, and team alignment?

Does your team member develop effective approach, plan monitoring mechanism to manage the orderly implementation of change?

Is your team member able to drive relevant risk mitigation strategies that are likely to be faced at project/ process level by proactively identifying and evaluating risks, prioritizing risk controls?

Does your team member (as Leader/Manager) help/guide individuals and team manage the anxiety associated with significant change?

Customer Focus

- Understands and responds to customer needs positively and proactively with clear focus on surpassing customer expectations, with respect to quality, timely delivery and responsiveness.
- Constantly explores and understands customer needs and proactively delivers the best solution.
- Manages customer conflicts and disagreements through collaborative resolution.
- Understands customer's business and demonstrates a partnering mind-set for client's success.

Customer Engagement

- Establishes a long-term relationship with the client. Develops a rapport, builds trust, and creates value in relationships with customers.
- Remains focused on the expressed and unexpressed needs of the client.
- Identifies and effectively communicates with decision makers and influencers.
- Tracks client experience in order to provide exceptional service.

Beginner	Practitioner	Proficient	Expert
Has a fair but limited understanding of customers' explicit needs and supports one's clients with their requirements.	Actively listens to and understands the spoken needs of clients and can understand their implicit needs pertaining to his domain/function.	Able to provide valuable suggestions to customer's business processes based on study of internal and external factors.	Uses one's industry knowledge to anticipate current and future needs of the client.
Effectively interacts with customers and is able to establish a surface level relationship with customers/stakeholders.	Develops positive functional relationships with important customers/stakeholders leading to short - medium-term gains	Invests time and effort in building sustainable relationships with customers, adding value as a trusted advisor.	Invests efforts and time in building deep relationships. Builds a partnering relation with client and contributes effectively to client's strategic objectives.
Responds to customers objective and requirement timely, demonstrating reasonable level of quality consciousness for all the products and services, attempting to meet customer expectations.	Works towards meeting customer objectives and requirements within timelines, with high focus on quality, maintaining regular communication with the customers.	Understands the spoken and unspoken needs of the clients, proactively asking probing questions to obtain clarity and collaborating with relevant stakeholders, with the objective of enabling client success.	Re-engineers processes or resources to ensure consistently high-quality service for customers. Drives initiatives to build a culture of surpassing customer expectations and enriching client relationships.

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Evaluation Tips

Does your team member take efforts to understand the customers business asks and objectives?

Does your team member go beyond the required deliverables to create WOW moments for the customer?

Does your team member provide effective business solutions that enhance customer value?

Is your team member proactive and quick in resolving issues/problems raised by customers?

Does your team member walk the extra mile when unable to deliver a requested service, and pursue solutions until the customer is satisfied?

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Self Management

Confidence, Initiative, result orientation, timeliness, interpersonal skills

- Maintains a stable performance and copes with work pressure confidently, shows ability to bounce back after incidents with minimum stress.
- Exhibits acceptable standards of professional conduct. Develops and maintains positive working relationships and participative environment with all stakeholders.
- Displays tolerance to ambiguity and uncertainty. Can decide and act resourcefully without having all the details of a situation.
- Works in a systematic, planned and structured manner, plans and tracks timeliness and quality with a methodical approach with persistent focus on the end goal.
- Develops, details and manages business processes to drive excellence in project execution.
- Displays attention to detail. Able to break-down requirements to a task level to enable accomplishment. Manages time and conflicts that impede attainment of a goal.

Beginner	Practitioner	Proficient	Expert
Understands his/her core strengths and actively seeks opportunities to use them effectively.	Regularly reflects on his/her achievements and failures to understand gaps in skill sets. Works towards improvement.	Builds constructive working relationships characterized by a high-level of acceptance, cooperation, and mutual respect.	Effectively builds collaboration across stakeholders. Recognizes multi-cultural nature of the team and is committed to harness differences.
Requires little or no supervision in daily activities.	Double-checks the accuracy of information and work product to provide accurate and consistent work.	Complete and accurate with regard to every detail. Commits and delivers high-quality output by closely monitoring every process.	Diligently attends to details and pursues quality in accomplishing tasks across the team.
Ability to demonstrate optimism, flexibility and resilience when adapting to new situations or transitions.	Handles conflicts/ objections or rejections well, without letting it affect day-to-day work. Considers and honors different opinions, styles, and ways of working.	Demonstrates resilience, even when faced with initial setbacks and barriers to achievement. Proactively works to change views of those that are intolerant of different people.	Combines clarity of purpose with conviction and integrity; communicates this sense of purpose to the unit ensuring resilience.
Works effectively on project goals and expectations, follows process guidelines and is committed towards achievement of project metrics.	Creates effective plans and processes; defines purpose and outcomes; breaks complex tasks into process steps, prioritizes activities, itemizes resources and estimates costs.	Mobilizes and provides necessary resources to achieve results. Able to handle and execute programs of large scale or organizational impact.	Creates innovative, ambitious plans which align with organizational goals and serve as reliable roadmaps to desired outcomes. Proactively anticipates, analyses and solves roadblocks.

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Evaluation Tips

Does your team member work through setbacks to grow and improve?

Does your team member act as a positive role model to others, personally demonstrating Confidence, relentlessness, persistence thereby encouraging others to do so too?

Does your team member work towards structuring and prioritizing own work, activities and outputs to meet needs as per Persistent standards?

Tenacity and Initiative

Resilience, persistence and relentlessness; Driven and passionate to contribute beyond

- Maintains a positive outlook irrespective of the situation.
- Displays resilience and the capacity to bounce back after facing difficulties.
- Displays **persistence** and **relentlessness** in the face of challenges.
- Encourages and inspires others to do their best. Shows a sense of energy, ownership and personal commitment to work.
- Positively driven to identify and implement potential areas of opportunities or improvements
- Shows hunger, passion and enthusiasm to go beyond expected responsibilities

Beginner	Practitioner	Proficient	Expert
Regards setbacks as an opportunity to learn.	Re-engineers or creates new processes and systems to get around obstacles.	Views challenges as opportunities and uses the challenge to energize self and others.	Inspires the team and unit to continue with vigor even during in setbacks with a calm, positive and dedicated commitment level.
Understands professional standards and works hard to attain them.	Maintains a positive attitude during times of uncertainty.	Demonstrates high levels of emotional resilience under pressure.	Takes on challenges with a can-do attitude. Maintains and encourages an extremely positive outlook in high pressure challenging situations.



Evaluation Tips

Does your team member inherently demonstrate a positive attitude towards work and the work environment, despite a difficult situation?

Does your team member handle ambiguous and uncertain situations with utmost ease and confident demeanor?

Does your team member encourage an atmosphere of agility and relentlessness within the team members?

Is your team member adept in generating and communicating an inspiring, compelling vision for the unit/individuals to drive commitment and enthusiasm?

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Accountability

- Takes personal responsibility and ownership for the quality and timeliness of work and achieves results with little oversight.
- Proactively identifies and takes ownership of problems encountered and suggests solutions. Knows when to seek advice and put it to use. Identifies opportunities to apply new approaches.
- Pursues work with energy, effort and relentlessness to accomplish and exceed expectations.
- Persists at a task despite interruptions, obstacles, or setbacks.

Beginner	Practitioner	Proficient	Expert
Understands the need for taking responsibility of one's tasks. Recognizes when to seek guidance.	Takes responsibility and ownership for the deliverables and achieves the committed results with little or no supervision.	Supports the team members and provides oversight; takes responsibility for delegated assignments.	Inspires culture of personal accountability within the unit and commits to the goals of organization.
Takes necessary actions; admits mistakes and refocuses efforts when appropriate.	Highlights areas in self and others where there is a shortfall against agreed values.	Demonstrates understanding of the overall business goals that helps increase employee commitment and responsibility for actions.	Creates the environment that facilitates accountability at all levels.
Accepts responsibility for own actions and deals effectively with others regardless of level.	Is willing to take accountability for own decisions in highly centralized environment.	Is willing to take accountability for org level decisions and can align thoughts completely to business expectations.	Shows courage and resilience, even when under pressure and with difficult/sensitive issues.



Evaluation Tips

Does your team member accept responsibility of missed deadlines or quality of deliverable which affect major project outcome? In such situations, does he/she strive toward correcting the fallouts in a responsible manner?

Does your team member stay focus on tasks despite distractions and interruptions?

Does your team member create an environment that facilitates liability and accountability at all levels?

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Effective Communication

Written, Oral and Presentation Skills, Active Listening and Influencing skills:

- Proactively, clearly and effectively conveys concepts, ideas, feelings, opinions, and conclusions verbally and in writing.
- Listens attentively and with comprehension; understands explicit and implicit messages being communicated by others.
- Uses resources and communication aids effectively – Prepares and delivers persuasive, clear messages in a style appropriate to the audience; Reinforces words through empathetic body language and tone.
- Possesses ability to express one's feelings, opinions, beliefs, and needs directly and honestly, without being aggressive, even in the face of external pressure or opposition. Feels comfortable while appropriately expressing dissenting view to a group.

Beginner	Practitioner	Proficient	Expert
Communicates intentions, ideas and feelings openly and directly.	Encourages an open exchange of ideas and different points of view.	Establishes communication structures to systematically disseminate information.	Demonstrates high impact and precise communication across stakeholders.
Is receptive towards deliberation amongst team, considers others' point of view with open mind.	Ensure that all relevant bodies are included in the communication process.	Actively seeks others' perspectives to ensure inclusiveness and understanding.	Effectively builds healthy communication channels and strategies across groups.
Often uses reasoning to express own point of view making attempts to "push-back" when required but may not be able to do so consistently.	Uses logic and reasoning to consistently put one's point across assertively, navigating the discussion to achieve desired results.	Steers the discussion in a manner that appeals to the audience's interest and rationality and persuades them of the validity of his/her point, displaying high levels of confidence in one-self.	Speaks with conviction and influence to provide clarity and commitment on critical business decisions. Creates a culture of open communication and trust Mentors teams to build communication skills.



Evaluation Tips

Does your team member deliver clear, precise and effective communications?

Can your team member be assertive without being disrespectful or aggressive?

Does your team member change his/her communication style as per the audience/cultural diversity of audience?

Does your team member give and receive feedback in a constructive manner?

Does your employee apply active listening and probe well to gather further information that might be relevant but not directly stated by others?

Collaboration

- Encourages collaboration within and across teams, across functions/business units and cutting across geographies.
- Identifies networking opportunities and effectively communicates across functions, BU's, with both internal and external business partners.

Beginner	Practitioner	Proficient	Expert
Collaborates with people in own team and reaches out to those beyond immediate team as and when required.	Collaborates with people in own department and reaches out to those beyond immediate team effectively.	Encourages collaborative team working across various departments, building a culture of close-knit cooperation within own function/department.	Builds positive spirit, morale and cooperation within and across units, actively removes barriers.
Aligned and understands benefits of a cohesive work team.	Demonstrates open, friendly, approachable and supportive behaviors with team members.	Shows and promotes respect for differences and diversity. Identifies and addresses potential problems or issues within the team.	Encourages working in cross-function/business units cutting across geographies.
Identifies and discusses the characteristics of good teamwork.	Shares information, knowledge, and experiences openly and proactively.	Works with large or multiple teams that span functions, issues, locations, and time zones.	Builds and encourages effective exchange channels in globally dispersed teams to mitigate cultural and geographical complexities of virtual organizations.



Evaluation Tips

Does your team member acknowledge others' skill, experience, creativity, and contributions?

Does your team member seek opportunities to examine feedback from people with different opinions, views or experiences and use the same effectively?

Does your team member network beyond expected stakeholders with the objective of cross-selling?

Does your team member build strong rapport with stakeholders with the intention of maximizing output/achieving synergy across groups?

Does your team member, as a Leader/ Manager, create a climate where team members connect across groups and seamlessly deliver solutions in line with organization priorities?

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Building Teams

Managing Performance

- Develops a capable, diverse and cohesive team to maximize their collective skills and talents; motivates others to achieve the organization's goals.
- Sets performance standards and allows people to plan, perform and finish their own work. Monitors and reviews performance and provides constructive feedback to the team.

Building Competence in Diversity

- Encourages and empowers others to achieve; Creates open culture of trust, develops enthusiasm and a desire to excel.
- Leverages individuals' distinct personalities, experiences and capabilities towards a common goal.

Beginner	Practitioner	Proficient	Expert
Takes ownership for one's own goals but may not establish the common goal for the team.	Establishes a common goal for the team and builds ownership by encouraging people to work together to achieve the same.	Highlights interdependencies within the team and encourages team to work together towards common goal by linking the importance of goal to function's success.	Encourages ownership and motivates people to work towards the larger goal of the organization, links it to their individual success.
Understands importance of setting performance expectations and providing feedback, attempts to do so with guidance.	Sets clear performance expectations consistently & provides appropriate performance feedback, encourages team to monitor goal progress.	Sets clear performance expectation and monitors the adoption of same for entire team in a structured manner, motivating individuals by providing them constructive feedback.	Tracks improvement in performance of individuals and proactively guides the team member to realize their potential. Ensures fairness and transparency in performance process.
Identifies self and other's motivators and driving factors but may not be able to leverage them in the form of performance.	Builds commitment towards goals by identifying the driving factors for individuals and recognizing their achievements.	Motivates team and builds commitment by identifying the driving factors, recognizing achievements and rewarding with opportunities in a just and fair manner.	Identifies talent and provides opportunities for career growth and development to the team. Builds a culture of empowerment and engagement.



Evaluation Tips

Does your team member invest significant effort in improving performance of the team?

Does your team member create an environment of trust and engagement?

Does your team member inspire his/her team to do better?

Is your team member flexible enough to adjust his/her leadership style according to the situation/person involved?

Is your team member able to recognize team diversity, strengths and weaknesses and effectively convert it into a cohesive and competent work unit?

Coaching and Development

- Accurately assesses strengths and development needs of employees.
- Enables others to grow and succeed through feedback, instruction, and encouragement.
- Actively supports others stretching beyond their comfort levels by providing challenging assignments or encouraging them to try new techniques that may enhance success.
- Encourages building upon areas of strength; Suggests methods and gives guidance to performance roadmap.
- Invests time in coaching key high potentials, high performers and talent critical to the business; develops mentoring relationships with key talent across the organization.

Beginner	Practitioner	Proficient	Expert
Makes efforts to identify the key strengths, areas of development of self as well as team, and the possible growth opportunities within own domain/function.	Identifies the strengths and areas of development of his/her team, attempting to draft developmental plans, keeping in mind the preferred career path for individuals.	Proactively identifies, documents and follows through on the development plan for team members, displaying a deep understanding of their aspirations and the organizational reality to chalk out a realistic career path for them.	Aligns team's growth aspirations to organizational vision & goals, guides them to pursue goals and accordingly anticipates & provides skill-building opportunities.
Attempts to mentor the team, intuitively identifying effective and ineffective behaviors, in an unstructured manner, sharing own knowledge and instances as and when required.	Follows the defined process to identify the strengths and development areas for team members and recommends appropriate development interventions, encouraging knowledge sharing with the team.	Objectively identifies the strengths and development areas for team, supporting the development through mentoring, training, knowledge sharing forums and providing the desired opportunities on the job for development of team.	Anticipates future capability needs for team members and take proactive measures to build capabilities through a systematic and personalized learning plan for every team member. Coaches team to achieve their potential and champions the culture of people development.



Evaluation Tips

Does your team member regularly identify the key talent, aspirations, and developmental needs of the team?

Does your team member invest in structured and effective developmental planning exercises for reportees?

Is your team regarded as an advisor/mentor by reportees?

Subject Matter Expertise definition

Delivery

Engineering – Development SME

Competency	Description
Computer Science Fundamentals	Knowledge of Computer Science Fundamentals like Data structures, Algorithms, System Programming, Debugging; Programming principles, Coding and designing aligned to best practices and protocol
Programming	Knowledge of one or more programming and or Scripting languages e.g. Core Java, C, C++, C#, Python, Java Script etc.; Code Review Skills; Understanding of API design and development; Unit Testing tools like Junit, Nunit, Quit etc.
Database	Knowledge of one or more relational databases like MySQL, SQL server, Oracle Knowledge of databases concepts
Version Control	Knowledge of one or more version control systems - CVS/SVN/Git; Ensure speedy access to source code in a convenient location; Control access to source code
Continuous Integration & Deployment	One or more Continuous Integration & Build Systems
Project Tools	Knowledge of one or more project tools like JIRA, Bugzilla, Microsoft Teams, Yammer, Trello, TeamTrack etc.
Agile/Scrum	Process Framework for managing Software development; Enabling cross-functional team to work on making continuous deliveries through iterations and evolves throughout the process by gathering feedback from the end users
Security	Ability to write code that follows the Secure Software Development Life Cycle to ensure confidentiality, integrity, and availability of the software; Knowledge of OWASP and basic secure development checklist
Performance	Consideration of Code, queries on the overall performance impact; Knowledge of analysis tools, testing tools besides various types of performance testing
Estimation Skills	Systematic modelling of time, resources and other support needed for the execution of project
Requirement Gathering	Detailed documentation and definition of customer requirements for a project
Domain	Domain/industry knowledge required to provide effective business solutions

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Engineering - Quality Engineering SME

Competency	Description
Computer Science Fundamentals	Knowledge of Computer Science Fundamentals like Data structures, Algorithms, System Programming, Debugging; Programming principles, Coding and designing aligned to best practices and protocol
Programming	Knowledge of one or more programming and or Scripting languages e.g. Core Java, C, C++, C#, Python, Java Script etc.; Code Review Skills; Understanding of API design and development; Unit Testing tools like Junit, Nunit, Quit etc.
Testing & Automation	Knowledge of manual testing tools; Knowledge of performance testing tools; Knowledge of programming languages/scripting languages; Knowledge of automation framework and tools; Test Strategy and test plan
Database	Knowledge of one or more relational databases like MySQL, SQL server, Oracle Knowledge of databases concepts
Version Control	Knowledge of one or more version control systems - CVS/SVN/Git; Ensure speedy access to source code in a convenient location; Control access to source code
Continuous Integration & Deployment	One or more Continuous Integration & Build Systems
Project Tools	Knowledge of one or more project tools like JIRA, Bugzilla, Microsoft Teams, Yammer, Trello, TeamTrack etc.
Agile/Scrum	Process Framework for managing Software development; Enabling cross-functional team to work on making continuous deliveries through iterations and evolves throughout the process by gathering feedback from the end users
Security	Ability to write code that follows the Secure Software Development Life Cycle to ensure confidentiality, integrity, and availability of the software; Knowledge of OWASP and basic secure development checklist
Performance	Consideration of Code, queries on the overall performance impact; Knowledge of analysis tools, testing tools besides various types of performance testing
Estimation Skills	Systematic modelling of time, resources and other support needed for the execution of project
Requirement Gathering	Detailed documentation and definition of customer requirements for a project
Domain	Domain/industry knowledge required to provide effective business solutions

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Engineering - Project Management SME

Competency	Description
Agile/Scrum	Process Framework for managing Software development; Enabling cross-functional team to work on making continuous deliveries through iterations and evolves throughout the process by gathering feedback from the end users
Software Project & Program Management	Project Planning, Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communication Management, Project Risk Management
Account Farming	Retaining and nurturing accounts via existing relationships
Requirement Gathering	Detailed documentation and definition of customer requirements for a project
Software Engineering Expertise	Knowledge of Programming Languages, Computer Science Fundamentals, Databases, Frameworks, Version Control
Technology Consultancy	Grow existing and new business via technology leadership; Identify and recommend solutions to business problems via Consulting methods
Service Improvement (CSAT and technology improvement)	Ability to manage IT metrics within the thresholds of CIO Dashboard metrics. Should be able to Optimize performance of process, systems or apps owned by the service owner in order to reduce repeated incidents. Should demonstrate the ability to interact with President/Sales/CTO/DH/ DP level stakeholders across global locations
Estimation Skills	Systematic modelling of time, resources and other support needed for the execution of project
Release Management	Awareness of Process and Tools related to release management

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Engineering - Technical SME

Competency	Description
Architecture concepts and principles, Software Project & Program Management	Knowledge of design skill and tools, Data modelling, Architectural frameworks
Abstractionism	Ability to crystallize abstract/ multiple business problems and effectively recommend solutions
Technology Consulting	Grow existing and new business via technology leadership; Identify and recommend solutions to business problems via Consulting methods
Create and Document Architecture	Prepares and documents the enterprise architecture vision and strategy, as well as key approach to broad architectural concerns
Software Engineering Expertise	Knowledge of Programming Languages, Computer Science Fundamentals, Databases, Frameworks, Version Control
Technology Consulting	Grow existing and new business via technology leadership; Identify and recommend solutions to business problems via Consulting methods
System Design	Ability to design the solution as per the functional and non-functional requirements
Performance	Consideration of Code, queries on the overall performance impact; Knowledge of analysis tools, testing tools besides various types of performance testing
Security	Ability to write code that follows the Secure Software Development Life Cycle to ensure confidentiality, integrity, and availability of the software; Knowledge of OWASP and basic secure development checklist
Continuous Integration & Continuous Deployment	One or more Continuous Integration & Build Systems

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Engineering - Technical Support SME

Competency	Description
Technology troubleshooting & support	<p>Ability to understand varied issues, ask clarifying questions and decide on the lines of troubleshooting</p> <p>Should be able to ensure SLAs are met. He/she should be able to take care of new, critical/complex technology implementation, upgrade, S1P1/S2P2 issues</p>
Service Improvement (CSAT and technology improvement)	<p>Ability to understand customer expectations and technical and political scenarios</p> <p>Should be able to optimize performance of process, systems or apps owned by the service owner in order to reduce repeated incidents.</p> <p>Should demonstrate the ability to interact with President/Sales/CTO/Delivery Leaders level stakeholders across global locations</p>
Technical expertise	<p>Possess knowledge of Programming Languages, Computer Science Fundamentals, Databases, Frameworks, Version Control</p>

Business Analysis SME

Competency	Description
Business Domain Expertise	Expertise in a particular industry vertical Possesses fair amount of breadth and depth of knowledge and experience in the business domain relevant to the project
Business Analysis Practices	Ability to perform problem analysis (or opportunity analysis) and arrive at a 'Business Need Statement' Ability to analyse stakeholder needs and expectations and how they should be individually managed effectively Ability to deliver variety of documentation related to requirements, reports, specifications, plans and analysis in a clear and concise manner
Business Process Management (BPM)	Ability to identify and analyze problems (or opportunities) and to recommend the best solution Modeling and analyzing the 'as-is' business processes and business rules in scope and then the 'to-be' processes
Usability Engineering	Understanding of the usability engineering lifecycle, particularly, user-centered analysis and usability testing to ensure that the solution is developed in close collaboration with the appropriate end-user representatives
Object-Oriented Analysis	UML (Unified Modeling Language) enables BAs to convert requirements into different types of 'models' or 'diagrams', each of which describes a particular aspect of the requirements
Modelling skills	Techniques such as process modelling are effective tools to convey large amounts of information without relying on text. Ability to use visual representation to get an overview of the problem or project in an effective manner
Technology Awareness	Clear understanding of organization's approved SDLC methodology (waterfall, iterative, agile etc) that is applied to the project quality control activities. Ability to establish, verify and validate the requirements as well as validate the solution to confirm that it actually does meet the business need

Consulting SME

Competency	Description
Domain Understanding	Knowledge of design skill and tools, Data modelling, Architectural frameworks
Technology Consulting	Prepares and documents the enterprise architecture vision and strategy, as well as key approach to broad architectural concerns
Architecture concepts and principles	One or more Continuous Integration & Build Systems
Create and Document Architecture	Ability to crystallize abstract/ multiple business problems and effectively recommend solutions
Continuous Integration & Continuous Deployment	Process Framework for managing Software development; Enabling cross-functional team to work on making continuous deliveries through iterations and evolves throughout the process by gathering feedback from the end users
Abstractionism	Consideration of Code, queries on the overall performance impact; Knowledge of analysis tools, testing tools besides various types of performance testing
Agile/Scrum	Knowledge of one or more project tools like JIRA, Bugzilla, Microsoft Teams, Yammer, Trello, TeamTrack etc.
Performance	Ability to write code that follows the Secure Software Development Life Cycle to ensure confidentiality, integrity, and availability of the software; Knowledge of OWASP and basic secure development checklist
Project Tools	Knowledge of Programming Languages, Computer Science Fundamentals, Databases, Frameworks, Version Control
Security	Ability to design the solution as per the functional and non-functional requirements
Software Engineering Expertise	Knowledge of design skill and tools, Data modelling, Architectural frameworks
System Design	Prepares and documents the enterprise architecture vision and strategy, as well as key approach to broad architectural concerns

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Domain SME

Competency	Description
Business Domain Expertise	Expertise in a particular industry vertical Possesses fair amount of breadth and depth of knowledge and experience in the business domain relevant to the project
Business Analysis Practices	Ability to perform problem analysis (or opportunity analysis) and arrive at a 'Business Need Statement' Ability to analyze stakeholder needs and expectations and how they should be individually managed effectively Ability to deliver variety of documentation related to requirements, reports, specifications, plans and analysis in a clear and concise manner
Business Process Management (BPM)	Ability to identify and analyze problems (or opportunities) and to recommend the best solution Modeling and analyzing the 'as-is' business processes and business rules in scope and then the 'to-be' processes
Usability Engineering	Understanding of the usability engineering lifecycle, particularly, user-centered analysis and usability testing to ensure that the solution is developed in close collaboration with the appropriate end-user representatives
Object-Oriented Analysis	UML (Unified Modeling Language) enables BAs to convert requirements into different types of 'models' or 'diagrams', each of which describes a particular aspect of the requirements
Modelling skills	Techniques such as process modelling are effective tools to convey large amounts of information without relying on text. Ability to use visual representation to get an overview of the problem or project in an effective manner
Technology Awareness	Clear understanding of organization's approved SDLC methodology (waterfall, iterative, agile etc) that is applied to the project quality control activities. Ability to establish, verify and validate the requirements as well as validate the solution to confirm that it actually does meet the business need

Engineering - User Experience SME

Competency	Description
UX Research	<p>Ability to interact with business stakeholders and understand the objectives from business perspective</p> <p>Ability to understand the high level domain concepts</p> <p>Ability to conduct stakeholder workshops</p> <p>Ability to design surveys to gather data quantitatively</p> <p>Ability to conduct various user research activities such as user interviews, contextual enquiries, card sorting and usability testing to gain insights about end users and their behavior</p> <p>Ability to deliver User insights report</p> <p>Ability to deliver user personas, empathy maps, journey maps</p> <p>Ability to define problem statements</p>
Ideation	<p>Able to understand the problem statement and generate ideas to solve those problems</p> <p>Ability to conduct ideation workshop with business stakeholders</p> <p>Ability to analyze and synthesize ideas</p> <p>Rapid concept sketches / high level designs</p>
Interaction Design	<p>Alignment of design solution to persona needs</p> <p>Basic understanding about interaction design patterns</p> <p>Ability to translate user and business insights into information architecture and navigation designs</p> <p>Ability to conduct user-task flow analysis and optimization</p> <p>Ability to conceptualize and define flows/ journeys based on user task flows</p> <p>Ability to design interactive wireframe prototypes which represents the information, interactions in a detailed way</p> <p>Alignment of design solutions with latest industry trends</p> <p>Basic understanding of visual design</p> <p>Good knowledge and expertise on design tools such as Adobe XD, Sketch</p> <p>Ability to understand technological limitations and suggest effective alternatives as needed</p>
Design Presentation	<p>Ability to rationalize and present user research data, design ideas, concepts as well as high-low fidelity prototypes effectively</p> <p>Ability to educate non-designers about user experience design</p> <p>Ability to conduct Design Thinking trainings / workshops</p>
Basics of Interaction Design	<p>This should ensure that the visual designer working is aware and accustomed to basics of UX design Practice. Should understand about interaction and create appropriate assets for the development team.</p>
Functional aesthetics	<p>The Visual designer should have sense of good design. He or she should be able to understand the basics of good design and implement them in the work assigned to him/ her.</p>

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Competency	Description
Brand reflection	The Visual designer should bring his basic knowledge of Brand and Branding to appropriate use. This is a very important aspect of visual design which will create a lasting impression in the mind of the client and make them feel happy.
Writing skills	The writing must be clear, concise, comprehensive to be able to convey information appropriately for a variety of audiences Should be aware of style guidelines, templates, and stylesheets.
Domain/ Technical Knowledge	The technical skill set of a technical writer depends greatly on the subject matter, product or service that requires documentation.
Interviewing and Listening skills	Technical writers need to know how to ask questions. They also need to know who the best person is to approach, and they need to have a feel for the varying personalities and preferences of the people – the subject matter experts, or SMEs – in order to know how best to approach them. Once the technical writer has found the appropriate SME to approach, strong listening skills are required to capture the information necessary and to know which follow-up questions need to be answered.
Design skills	An appreciation for the visual can be an important part of the skill set of a technical writer. To a growing extent the technical writer needs an appreciation for graphics and formatting as well as illustration skills.
Usability and testing skills	A technical writer may also be asked to take an active role in usability and testing. Even if not asked to take a role, the technical writer knows that validation of the documentation is important – the confirmation that the product works the way it is documented to work. In some organizations, the technical writer is an important part of the User Experience team.
Authoring Software and Tools	Specific authoring software knowledge depends on what the client organization uses in order to produce its technical documentation. The technical writer is expected to have working knowledge and knowhow of commonly used authoring tool and is also expected to self-learn any tools on the job.

Engineering - Management SME

Competency	Description
Account Farming	Retaining and nurturing accounts via existing relationships
Software Project & Program Management	Project Planning, Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communication Management, Project Risk Management
Business/ Domain knowledge	Domain - Expertise in a particular industry vertical Possesses fair amount of breadth and depth of knowledge and experience in the business domain relevant to client's business Technology consulting - Grow existing and new business via technology leadership Identify and recommend solutions to business problems via Consulting methods
Negotiation Skills	Ability to develop innovative win-win solutions to deal-killing challenges; demonstrating best practices to uncover company-viable solution options from the client's view Developing solutions that leave all parties with a sense of deal satisfaction; building trust through multiple communication methods;

Corporate Quality Management SME

Competency	Description
Process Improvement	Knowledge of Change management tools and techniques
Risk Management	Knowledge of risk management principles and practices Understands Industry trends and is able to identify, assess, monitor and control risks in both design and operation, ensuring predictability and sustainability at various levels.
Data Analytical Skills	Possesses knowledge of statistical tools and techniques Able to structure data and draw inferences from various analysis. Understand Business and Market trends in order to formulate relevant Business solutions
Principles and practices of software engineering, technology and domain	Knowledge of software engineering processes and practices in order to identify gaps, suggest solutions and render process improvement Must understand the areas of software engineering/ project management/ domain/ platform in order to create benchmarks, models and methodologies at global level.
Operations Management & Business Excellence	Able to understand the operating principles in Business and financial management Possess knowledge/ drive Business excellence models and able to understand Unit/ Function's Business and competition. Thus, driving various Quality driven programs and strategy.
Quality management - Principles, Models & Methodologies	Knowledge of Quality Management principles and practices for driving continuous improvements at Unit/ Function's level Knowledge of Industry practices of quality models and standard to assess process maturity and drive sustainability and process improvements Drive strategy in the Quality domain for the organization and clients
Process Auditing Skills	Knowledge of process auditing concepts/ frameworks/ tools and techniques to ensure compliance and recommend changes in existing processes

Sales SME

Competency	Description
Market Awareness and Prospecting	<p>Adept in understanding one's company and its offerings, client's business challenges and the market characteristics in which it operates (competition, trends etc.)</p> <p>Ability to conduct market research</p> <p>Understanding of vertical markets in order to have effective and meaningful conversations with prospective customers</p>
Sales Approach	<p>Ability to handle various sales scenario</p> <p>Ability to develop and implement sales plan</p> <p>Ability to design and maintain overall territory/ regional plan</p> <p>Selling of targeted solutions through joint 'co-creation' and participative management with customers</p>
Closing Ability	<p>Understanding of closing techniques e.g. assume close, close on minor point, overcome objection as barrier to sale, offer incentive to close, use last chance, ask for business directly</p> <p>Ability to maintain client commitment through entire process</p> <p>Ability to overcome late stage deal obstacles</p>
Objection Handling	<p>Ability to anticipate and overcome potential objections and provide client with alternate solutions</p> <p>Ability to learn from past objections and develop solutions for such objections</p>
Negotiation Skills	<p>Ability to develop innovative win-win solutions to deal-killing challenges; demonstrating best practices to uncover company-viable solution options from the client's view; developing solutions that leave all parties with a sense of deal satisfaction; building trust through multiple communication methods;</p>
Pre-sales strategy	<p>Ability to understand RFPs, translating it into the overall need of the customer, identifying the required stakeholders, seek valid inputs to create a value proposition.</p>
Demand generation	<p>Generating customized sales pitch and artifacts for the solutions, change management</p> <p>Sales ability to build network for new/ existing clients and leveraging networks for future prospects</p>
Domain & Technology Expertise	<p>Domain - Expertise in a particular industry vertical</p> <p>Possesses fair amount of breadth and depth of knowledge and experience in the business domain relevant to client's business</p> <p>Technology consulting - Grow existing and new business via technology leadership;</p> <p>Identify and recommend solutions to business problems via Consulting methods</p>

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Marketing SME

Competency	Description
Brand Experience	<p>Drive consistency brand design/visual system across all internal and external channels</p> <p>Able to manage development of all marketing content and assets</p> <p>Ability to develop strategy, approach and platform for branded merchandise</p> <p>Simplify strategy and improve execution of Internal Communications</p> <p>Foster Customer Advocacy with top clients to support brand, industry and category campaigns</p> <p>A knack of enhancing press/media/influencer relations to drive differentiated “lead-with” stories in market</p> <p>Develop systematic approach to Eminence, including thought leadership and speaker bureau</p>
Industry & Category Marketing	<p>Formalized marketing strategy, plan and end to end execution</p> <p>Bring clarity to our portfolio with strong value propositions, with validation by analysts/influencers</p> <p>Shape eminence strategy and plan for prioritized thought leaders in industry/category</p> <p>Demonstrate marketing ROI and contribution to the business</p> <p>Participate as equal member of the Leadership Team, contributing marketing business acumen</p> <p>Foster culture of transparency to help our team/stakeholders to better understand our contribution</p>
Performance Marketing	<p>Understanding of Metrics & KPIs for reporting and ROI maximization</p> <p>Lead web and digital footprint transformation to enhance brand perception and content engagement and pipeline</p> <p>Lead a 360 approach in audience acquisition for key tactics, including in person events, web, social & content</p> <p>Understand relevant GDPR compliance across all marketing led systems</p>
Marketing Analytics & Operations	<p>Work with Performance Marketing on reporting, optimization and learnings of executed campaigns</p> <p>Lead ongoing collaboration with EIS and Inside Sales to improve effectiveness on CRM system. Liaise with other departments including finance, procurement, audit to ensure fully compliant operations and processes.</p> <p>Knowledge of principles, practices, and functioning of budgeting</p> <p>Ability to identify processes inefficiencies and make recommendations across marketing functions</p> <p>Act as primary advisor to team on negotiations, contracting, procurement, invoicing and payments</p>

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Enabling

Administration SME

Competency	Description
SME - Administration	Knowledge of processes, tools and frameworks related to <ul style="list-style-type: none">- General Administration- Infrastructure Management- Compliance and Statutory- Maintenance and electrical

Finance & Secretarial SME

Competency	Description
SME - Finance & Secretarial	The knowledge of principles, practices, and functioning of <ul style="list-style-type: none">Financial OperationsBudget PlanningAccounting and Financial Statement AnalysisAudit SkillsTaxationPlanning, Analysis and ReportingCorporate Legal complianceMerger and Acquisition due diligence and complianceCorporate Secretarial Skills

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People Functions SME

Competency	Description
Human Resource Expertise	<p>The knowledge of principles, practices, and functions of effective human resource management such as (as applicable)</p> <ul style="list-style-type: none"> - Strategic Business Management - Organizational Development - Workforce Planning and Employment - Talent Development and Management - Compensation and Benefits - Employee & Labor Relations - HR Technology - Global and International Human Resource Capabilities - Operations Management - Corporate Initiatives
Strategic Partnering	Develop sustainability strategy and formulate business unit strategies. Develop Vision & Mission, Short term & Long-term goals. Facilitate achievement of Unit goals through effective people strategy
Organization Design & Consultation Skills	Understand the Business Value Chain, Organization Design Principles. Ability to drive effective interventions while using risk management and change management skills. Design knowledge to build frameworks and process for Performance Planning, Leadership development, Succession planning and Learning and Development.
Compensation and Benefits Analysis, Design, Modelling & Deployment	Knowledge of compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities. Knowledge of classification concepts, principles, and practices related to structuring organizations and positions and determining the appropriate pay system
HR information Systems and automation	Knowledge of HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems.
Analytics Skills	Providing insights advantageous, relevant decisions about how these processes can be improved upon. Aware of tools to administer and handle large data with respect to workforce management, compensation, recruitment, benefits administration, and employment analysis

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Competency	Description
Talent Management & Business Partnering	Partner Business effectively through highly effective workforce management
Staffing	Knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.
Global and Cultural Effectiveness	The ability to value and consider the perspectives and backgrounds of all parties with a Global Perspective and tolerance. Develop culture building interventions that effectively facilitate organisation to achieve goals or improve employee satisfaction
Compliance Knowledge	Understands and demonstrates knowledge of laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution. Knowledge of Immigration laws of various countries. Design skills for a Global Mobility Framework.

Legal SME

Competency	Description
Legal Acumen	Ability to understand the requirements from customers/ vendors and interpret various legislations as well as agreement clauses. Able to draft clear and precise agreement provisions with no ambiguity
Risk assessment	Able to assess risk, finalize deviation and evaluate the courses of action against risks and proactively seek to mitigate. Risk must be managed in line with PSL standards
Legal Research	Should have a research mindset in matters related to finding relevant legal materials and using them in the process of drafting
Negotiation skills	Ability to examine the facts of a situation, including both the common and opposing interests of the parties involved, and bargaining to resolve as many issues as possible Ability to suggest alternative to a possible solution. Must be able to provide sound judgement and also be able to close it quickly to adhere to legal timelines.

Planning SME

Competency	Description
SME - Planning	<p>Ability to understand policies, procedures, rules and regulations related to respective work areas</p> <p>Ability to understand organization goals and align them with individual and teams' objectives. Map annual KRA accordingly and track it periodically</p> <p>Understand deliverables and related timelines and deliver on time with reasonable accuracy and comparative analysis</p> <p>Data collection with various sources (Internal / External) and related analysis with available system-based functionalities. Automation of various processes by ensuring accuracy and data confidentiality</p> <p>Ability to forecast, estimate and plan and publish various key operating data and do planned vs actual analysis of such data</p> <p>Knowledge transfer, training and Team building. Adoption of new technologies and changes</p>



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www.persistent.com

India

Persistent Systems Limited
Bhageerath, 402,
Senapati Bapat Road
Pune 411016.
Tel: +91 (20) 6703 0000
Fax: +91 (20) 6703 0008

USA

Persistent Systems, Inc.
2055 Laurelwood Road, Suite 210
Santa Clara, CA 95054
Tel: +1 (408) 216 7010
Fax: +1 (408) 451 9177
Email: info@persistent.com