

Competency: Accountability/Leadership	<p>Demonstrates knowledge of the primary mission of the organization; applies understanding of primary constituency groups in the organization; has working knowledge of the various constituency groups that comprise the organization; demonstrates complex understanding of the multiple constituency groups within the organization; demonstrates understanding of multiple constituency groups in the organization and works to improve relationships among those groups; Positively participates in change; Assists implementation of change; Plans, implements and communicates effective change approaches within a workgroup; Proactively proposes and implements change; Learns what is expected to do the job well; Understands what is expected to do the job well; functions effectively in a team; Exercises positive influence; Creates and achieves own measures of success; Acts to address current issues and determines future priorities; leads ad hoc or project teams.</p> <p>Independently leads work groups comprised of diverse team members with varying competencies and skills while assuming increased authority to define team member roles and responsibilities. Examples may include:</p> <ul style="list-style-type: none"> • Ensures that team members achieve deadlines or milestones • Ensures that team members meet quality standards • Creates a culture in which people do their best • Makes maximum use of the diverse talents of team members • Facilitates resolution of team conflict 	
Competency: Management	<p>Develops and maintains positive relationships; Maintains positive relationships inside and outside of work group; Manages differences constructively; Prevents and solves simple problems seeking help when required from colleagues and management; Provides necessary attention to solve different level problems often multitasking to solve moderate level problems; Uses creative thinking to improve processes; Solves complex problems and develops effective strategies; Establishes and maintains effective relationships with internal and external clients in a manner that provides satisfaction within resources; Consistently meets the organization's expectation for exemplary client service; Focuses efforts on fulfilling expectations by seeking insight into client needs and developing solutions that provide value; Maintains unwavering focus on aligning all activities to produce maximum value for the client; Relentlessly improves the value delivered to clients.</p> <p>Leads all aspects of well-established medium to large size projects and/or operations in various modes and concurrently manages multiple areas of responsibility while seeking verification from senior managers of good decision-making in areas of risk and coordinating with principal investigators and may make complex contingent personnel management decisions. Examples may include:</p> <ul style="list-style-type: none"> • Provides administrative supervision for large group of contingent employees including responsibilities for difficult personnel issues that may require some knowledge of personnel law • Participates in regular staff hiring activities and contributes to hiring decision • Uses cost reporting system to monitor multiple mode medium-to-large size projects or subproject or operational program budgets and updates cost projections • Plans and acts strategically, analyzing data and utilizing trend information • Defines a problem, analyzes causes, targets possible solutions, selects the best solution and develops action plans • Provides explanations of the impact or consequences of products/services requested by customers • Measures customer satisfaction and uses data to effect improvements • Successfully plans, implements, controls and closes well defined medium-to-large sized projects or operational program for multiple modes of data collection (budgets up to about \$1,000,000-\$3,000,000) • Defines workscope, the budget items and estimated unit costs then creates ballpark estimates for medium-to-large size projects or subprojects or operational programs including projections across multiple modes • Assesses staff level needs, hires & trains then provides administrative oversight for the contingent workforce 	

<p>Competency: Subject Areas Knowledge</p>	<p>Applies subject areas knowledge to complete work assignments including: research administration, technical tools, survey methods, statistical analysis, substantive areas.</p> <p>Manages project and operations teams to comply with standards and regulations in the following areas: recommending IRB type/risks; developing small proposal budgets & work scope materials; developing full technical specifications for moderately-complex projects; designing procedures across multiple modes; exploring data (project /production) & choosing appropriate statistics. Examples may include:</p> <ul style="list-style-type: none"> • Research Administration: Assesses human subject risks and recommends type of IRB packet for projects • Research Administration: Under the direction of a senior manager, develops proposal budget estimates and drafts text for budget justification and workscope proposal documents • Technical Tools: Directs the requirements specification phase for moderately-complex technical systems • Technical Tools: Directs development and coordination of testing plans for data collection systems and moderately-complex technical systems • Survey Methods: Succeeds as a project lead for multiple projects using three or more modes (phone, in-person, mail, web, classroom-based, qualitative) • Statistical Analysis: Understands and discusses how bivariate relationships and measures such as mean square errors apply to survey projects • Statistical Analysis: Develops statistical plans then explores data and runs analysis to obtain descriptive statistics • Subject Area Knowledge: Consults with investigators developing cross-cultural versions of organization's surveys 	
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