

|   |  | Never                 |                       |                       |                       |                       |                       |                       | Always |  |  |  |  |  |  |  |                       |
|---|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------|--|--|--|--|--|--|--|-----------------------|
| Compared to others in the workplace, to what extent does John Doe |  | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     |        |  |  |  |  |  |  |  | N/O                   |
| 1   | Build a strong and diverse team by continually recruiting and selecting competent and talented people?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 2   | Assign tasks to direct reports according to their capabilities (e.g., appropriately delegate tasks that do not require certification or licensure) ?       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 3   | Provide guidance to team (e.g., set objectives, establish work schedules, develop and implement policies and procedures) ?                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 4   | Create a mentoring environment for direct reports including individual professional development and comprehensive training plans?                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 5   | Motivate team members by encouraging them and by building mutual trust, respect, and cooperation ?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 6   | Deliver timely and honest feedback to direct reports in a constructive and non-threatening way?  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 7   | Display excellent knowledge of information technology and its applications?  |                       |                       |                       |                       |                       |                       |                       |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 8   | Have an attention to detail, making sure that all aspects of projects (e.g., budgets, status reports, execution of deliverables) are accurate?             |                       |                       |                       |                       |                       |                       |                       |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 9   | Develop realistic estimates for the department's resources, timelines and budget?  |                       |                       |                       |                       |                       |                       |                       |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 10  | Monitor progress and update timelines, milestones and other aspects of projects when necessary?  |                       |                       |                       |                       |                       |                       |                       |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 11  | Consistently meet or exceed goals and expectations?  |                       |                       |                       |                       |                       |                       |                       |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 12  | Stay up-to-date with the latest developments in relevant technology?   |                       |                       |                       |                       |                       |                       |                       |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 13  | Listen carefully to others, taking time to understand and ask appropriate questions without interrupting?  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 14  | Build strong, positive working relationships with manager, peers, and project team, and maintain them over time?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 15  | Disseminate information, such as goals and timelines, clearly and concisely to project teams?  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 16  | Effectively bridge technical and non-technical communities, so that project goals, timelines, and deliverables are clearly understood by all?              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 17  | Collaborate with key internal and external stakeholders (management, clients, peers, support areas) to achieve common goals?                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 18  | Identify and obtain resources for the department (e.g., materials, consultants, and vendors) needed to successfully complete projects?                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 19  | Prioritize resource allocation based upon project needs, timelines, and complexity?  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 20  | Assess business implications of projects by conducting risk assessment, cost-benefit, or return on investment (ROI) analyses?                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |
| 21  | Make decisions and solve problems using sound reasoning and judgment (e.g., gets input, analyzes relevant data) within a framework of business priorities? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |        |  |  |  |  |  |  |  | <input type="radio"/> |

Job-Specific,  
Behaviorally-Based  
Questions