

Investment Analyst

COMPETENCY MODEL

Competency Model – Investment Analyst

INVESTMENT SERVICES | SOCIAL SECURITY BOARD

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Organization of the Investment Analyst Competency Model Document

The Investment Analyst Competency Model Document is arranged in the following two parts:

PART ONE: THE COMPETENCY MODEL

The competency model is presented as a graphic that visually communicates, briefly, all the competencies that are most important to the role of Investment Analyst. This graphic is supported by a brief narrative providing the following information:

- The key distinction between a competency and a competency model.
- Competency groups for the role of Investment Analyst, and the specific competencies that make up each group.
- A quick reference table showing all competencies and their corresponding definitions.

Part One is a snapshot of the full collection of knowledge, skills, abilities, behaviours, and attitudes required for effective performance in the role of Investment Analyst.

PART TWO: THE COMPETENCY GUIDE

The Competency Guide expands the model shown in Part One and provides the following information to assist in understanding the competency model and its applicability to the job:

- A **one-page illustration** on how to read and interpret the Competency Guide.
- A **definition** of each competency in the model – what the competency means in the context of the job.
- A progressive 5-point **proficiency scale** representing progressive levels of strength in each competency that comprises the model.
 - 1 represents the lowest level of strength in a competency. In an interview and in evaluating performance at the end of a performance year/cycle, the lowest rating that can be achieved for any competency is 1.
 - 5 represents the highest level of strength in a competency. In an interview and in evaluating performance at the end of a performance year/cycle, the highest rating that can be achieved for any competency is 5.
 - 3 is the threshold rating for each competency; it is the minimum rating required for success in each competency. Throughout recruitment, and in evaluating performance at the end of a performance year/cycle, the rating of 3 is referred to as the minimum success rating.
- **Indicators** that are associated with each competency and that describe what each competency “looks like” in practice at each of the five levels of strength on the proficiency scale.

PART 1: The Investment Analyst Competency Model

This Competency Model presents the set of interrelated competencies that collectively define the requirements for effective performance in the role of Investment Analyst at the Social Security Board. This competency model is built around three dimensions:

- **Knowledge** – the Analyst’s understanding and appropriate application of essential practical and theoretical information.
- **Skills** – the talents and abilities the Analyst brings to the role.
- **Mindset** – the attitudes and disposition that shape the Analyst’s responses, reactions, and behaviours in doing the work associated with the role.

Each of the above dimensions is described in core, functional and technical competencies. This model underscores the fact that superior performance in the Investment Analyst role results from the successful application of behaviour, knowledge, skills, abilities, and attitudes. In other words, success comes not only from what the Analyst knows and is able to do, but also from how the Analyst does it.

What is a Competency?

A **Competency** refers to a specific and observable skill, ability, expertise, item of knowledge, attitude or behaviour that enables successful performance in a job or role.

What is a Competency Model?

A **Competency Model** is a set of interrelated competencies that collectively define the requirements for effective performance in a specific job or role. In other words, a competency model is a collection of the most important and relevant skills, abilities, expertise, knowledge, behaviours, and attitudes that enable successful performance in a job or role.

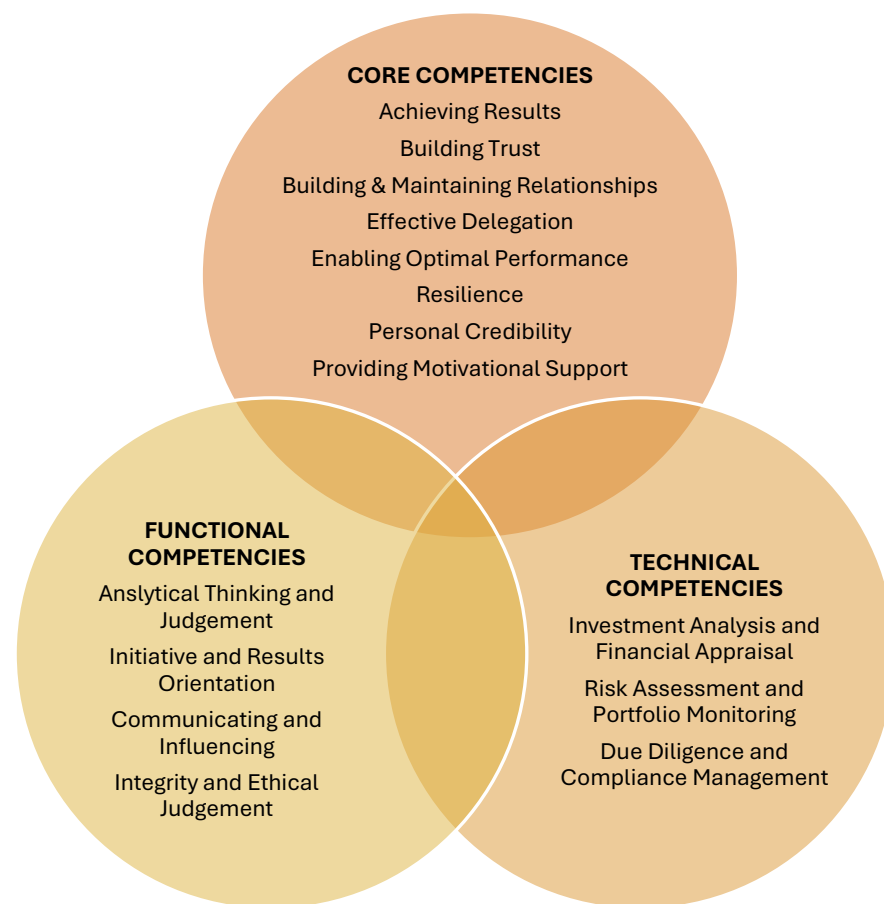
The Investment Analyst Competency Model is made up of three main groups of competencies: core, functional and technical competencies

Core Competencies

The **Core Competencies** embody and reflect SSB’s organizational values and describe the behaviours required of anyone who holds a role at Level Nive at the Social Security Board. These core behaviours facilitate proper application of the specialized functional and technical skills and knowledge that are unique to the Investment Analyst’s role.

Functional and Technical Competencies

The **Functional Competencies** describe the tactical and transactional skills and knowledge that are common across a range of investment functions and tasks, while the **Technical Competencies** describe the unique and specialized skills, knowledge and abilities required specifically to perform successfully in the role of Investment Analyst.



Investment Analyst Competency Model

Competency Type	Competency Name	Definition
CORE COMPETENCIES	Achieving Results	Maintaining consistent focus on the efforts necessary to achieve quality results in line with operational and strategic goals, objectives, and priorities.
	Building Trust	Interacting with others in ways that inspire confidence in one's intentions and those of the organization.
	Building and Maintaining Relationships	The ability to successfully establish and maintain reciprocal, high trust, harmonious working relationships that create value for others, support the achievement of role-related objectives and furthers the aims and objectives of the organization.
	Effective Delegation	Allocating authority and autonomy to maximize the individual's contribution to organizational success.
	Enabling Optimal Performance	Applying strategies and tactics that build the capacity, capability, and confidence of others to fulfil current and future job roles and responsibilities as effectively as possible.
	Resilience	The ability to maintain stamina and performance under stressful conditions and rebound from setbacks and adversities.
	Personal Credibility	Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.
	Providing Motivational Support	Skill at enhancing others' commitment to their work.
FUNCTIONAL COMPETENCIES	Analytical Thinking and Judgement	The ability to examine complex financial and economic data, identify patterns or anomalies, and make sound, evidence-based conclusions.
	Initiative and Results Orientation	Proactiveness in identifying opportunities, solving problems, and driving tasks to completion with a focus on delivering value.
	Communicating and Influencing	Effectively conveys complex information and builds credibility with diverse stakeholders to support decision-making or drive strategic action.
	Integrity and Ethical Judgement	Upholds confidentiality, demonstrates transparency, and consistently acts in alignment with organizational values and good governance standards.
TECHNICAL COMPETENCIES	Investment Analysis and Financial Appraisal	The ability to evaluate investment proposals using financial metrics, market data, and risk-return models to determine viability.
	Risk Assessment and Portfolio Monitoring	The ability to identify, quantify, and monitor risks associated with investment instruments and portfolios.
	Due Diligence and Compliance Management	Conducts thorough background checks, legal and financial reviews, and ensures adherence to internal policies and regulatory requirements.

PART 2: The Competency Guide

How to Read the Competency Guide

Competency Type: A word that describes the type of skill, knowledge or ability that's required for the job. The type of competency can be behavioural, functional, or technical. At SSB, a competency of any type may be classified as core if it is common to an organizational grouping.

Competency Name: This is the name given to the specific skill, ability, expertise, or behaviour that is required to successfully perform the job. For example, the job of Investment Analyst requires the skill of Investment Analysis and Financial Appraisal to be successful at this job.

Technical Competency: Investment Analysis and Financial Appraisal

Definition: The ability to evaluate investment proposals using financial metrics, market data, and risk-return models to determine viability.

Competency Definition: The definition explains what the required skill, ability, expertise, or behaviour is about in the context of the job. E.g. "Investment Analysis and Financial Appraisal" is about "being able to evaluate investment proposals using financial metrics, market data, and risk-return models to determine viability."

Proficiency Level (scale): This is a 5-point numerical scale that measures how strong someone is in a required skill, ability, expertise, or behaviour; 1 is the lowest level of strength, while 5 is the highest level of strength in a competency.

No Indicators at Level 1: Level 1 (introductory) signifies the start of growth and development in a competency. Since development has only just begun there are no indicators associated with Level 1.

5=Specialist/Authority	
Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others	
Sets standards for investment evaluation methodologies across the team.	
Evaluates highly complex or non-standard proposals (e.g., PPPs, structured finance).	
Integrates macroeconomic and financial modelling in strategic recommendations.	
Provides peer review or quality assurance of appraisals before Board submission.	
4=Mastery	
Demonstration of behaviours related to the competency definitively indicates a high level of development .	
Designs and refines complex financial models for various investment scenarios.	
Interprets results to offer strategic insights on potential investments.	
Assesses synergies, sensitivity, and stress-testing impacts on expected returns.	
Guides others in selecting appropriate appraisal tools and models.	
3=Proficient	
Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role .	
Conducts in-depth financial appraisals using tools such as NPV, IRR, and DCF models.	
Evaluates business plans, forecasts, and historical performance to support investment viability.	
Assesses assumptions and financial risks in proposals independently .	
Recommends adjustments to proposals to improve return or reduce exposure.	
2=Basic	
Demonstration of behaviours related to the competency indicates potential for growth .	
Assesses basic financial ratios (e.g., liquidity, profitability) to support investment reviews.	
Identifies key components of investment proposals and flags missing elements.	
Performs basic calculations (e.g., break-even, payback period) using templates.	
Reads and interprets financial statements with some supervision.	
1=Introductory	
Minimal demonstration of behaviours related to the competency.	

Proficiency Description: Immediately below the proficiency level is the description of the proficiency: a short statement that describes what the numerical rating on the proficiency scale represents. E.g., 2 represents potential for growth in the skill, knowledge or ability required for the job.

Indicators: For each proficiency level there are short descriptive statements that describe the behaviours, skills, knowledge, abilities demonstrated at that level and for that competency. Indicators show what the level "looks like" but do not provide an exhaustive list. Here, indicators are illustrated as a series of connected steps, indicating there is a gradual progression in complexity of the indicators from one level to the next. As one progresses through each level (or step), the indicators get more complex, indicating that growth and development is a process that happens over time. As that process occurs there is a gradual strengthening of the required skills, knowledge, or ability.

Core Competencies

The position of Investment Analyst is classified as Organizational Level Nine. The core competency group for the role of Investment Analyst contains the eight core competencies which are universal to Organizational Level Nine:

1. Achieving Results
2. Building Trust
3. Building and Maintaining Relationships
4. Effective Delegation
5. Enabling Optimal Performance
6. Resilience
7. Personal Credibility
8. Providing Motivational Support

These Eight competencies are based on and embody the organization's core values:

A **Accountability:** "We are responsible, reliable and answerable to the public, as well as to our own standards."

T **Transparency:** "We are open, straightforward, and honest, ensuring visibility and clarity in the process and results. Through transparency, we promote an environment of inclusive communication."

I **Integrity:** "We uphold the highest standards of ethics and integrity. Through this, we also endeavour to build trust."

R **Respect:** "We are respectful of all people, all customers, and of ourselves."

E **Excellence:** "We endeavour to excel in whatever we do, with a focus on the customer to ensure the highest quality of service delivery."

Core Competency: Achieving Results

Definition: Maintaining consistent focus on the efforts necessary to achieve quality results in line with operational and strategic goals, objectives, and priorities.

Why It's Important: Achieving results is about moving through work with a sense of purpose. It is that deep understanding of the intricate link between individual outcomes and operational and strategic goals and priorities of the organization. This sense of purpose – that we are connected to and working toward something bigger than ourselves – guides us in how to maximize the use of available resources and deliver quality results against the organization's strategy and objectives.

				5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i>
				4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>
		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>		
		2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>		
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Stays focused on operational objectives despite distractions.</p> <p>Monitors progress and quality of own work.</p> <p>Clarifies expectations for all work he/she is taking on.</p> <p>Works around typical problems and obstacles to get work done.</p>	<p>Keeps track of and measures outcomes against a standard of excellence not imposed by others.</p> <p>Manages own and others' performance against operational plans and keeps focused on key activities.</p> <p>Checks results to make sure solutions were effective and takes appropriate corrective action if resolution has not been accomplished.</p> <p>Displays a strong sense of urgency about solving problems and getting work done.</p> <p>Realistically assesses and allocates appropriate amount of time and resources for completing work.</p>	<p>Sustains long working hours when necessary, works with enthusiasm, effectiveness and determination over a sustained period.</p> <p>Proposes new ideas and methods to work/operating policies and procedures to improve business processes and achieve better results.</p> <p>Maintains commitment to goals even in the face of obstacles and frustrations.</p> <p>Frequently uses fewer than expected resources while still delivering high-quality work ahead of time, resulting in cost savings or improved efficiencies.</p> <p>Identifies and engages others who can help "turn the tides" towards successful goal achievement.</p>	<p>Re-prioritizes and adapts to changes in work requirements with minimal disruption to deadlines.</p> <p>Identifies "vital few" goals and allocates time and resources accordingly to achieve those goals when faced with competing priorities.</p> <p>Demonstrates tenacity, persevering through significant challenges/obstacles/setbacks until the goal is achieved.</p> <p>Gives sound advice and guidance to others on how to define their work in terms of expected results.</p>

Core Competency: Building Trust

Definition: Interacting with others in ways that inspire confidence in one's intentions and those of the organization.

Why It's Important: Trust lies at the heart of successful relationships, especially those you have with direct reports and superiors. Trust generates feelings of goodwill. It enables successful collaboration and more productive outcomes for those whom you lead. When there's trust, things go more smoothly. People pull together, relying on each other to do their part. They're better able to work through conflicts and tough times. Without trust, there are unnecessary speed bumps, heightened doubt, dips in performance, low morale. Being trustworthy is about being honest and authentic. It's about acting with integrity. Showing consistency. Being credible. If you're trusted, it means others can count on you to deliver and to look after their highest interests. Trust is based on reciprocity—you need to give it to get it.

				5=Specialist/Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i>
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>	3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>	4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>	Consistently behaves according to the organization's code of ethics and core values. Does the right thing, no matter what the situation. Creates an environment where others feel safe to talk and act without fear or repercussion. Articulates the specific contributions of others and ensures all contributors receive due credit and recognition for their actions and efforts. Consistently applies personal values to appropriately address difficult situations.
	Shares accurate information. Gives due credit to others for their contributions and achievements. Addresses concerns with employee behavior in a confidential and respectful manner. Accepts responsibility for mistakes. Actively listens to others.	Is consistent in words and actions. Keeps promises made and follows through on commitments. Keeps private all information shared in confidence. Expresses a consistent point of view to different audiences. Recognizes the sensitivity or confidentiality of information and handles it accordingly. Listens to others and objectively considers their ideas and opinions, even when they conflict with one's own.	Is consistently open and honest with staff and others about what can and can't be done about their needs and concerns. Shows confidence in colleagues and staff, allocating them responsibilities and providing them with a reasonable degree of freedom to deliver. Applies policies and procedures consistently when dealing with employee issues. Stays true to his or her values even when it is unpopular to do so.	

Core Competency: Building and Maintaining Relationships

Definition: The ability to successfully establish and maintain reciprocal, high trust, harmonious working relationships that create value for others, support the achievement of role-related objectives and furthers the aims and objectives of the organization

Why It's Important: The ability to build and maintain relationships is about your effectiveness at first establishing and then maintaining constructive working relations, partnerships, or networks of contacts with people within and outside the organization who can be instrumental in achieving work goals and priorities. It is the desire to work cooperatively with all direct reports, peers, and stakeholders to meet mutual goals. It includes demonstrating strong interpersonal skills, respect, trust, and mutual understanding and interacting with others in ways that recognize the uniqueness of the individual and advances the organization's work. It involves awareness that a relationship based on trust is the foundation for success in delivering results. And it is the new norm for how work gets done now.

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		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>		
		2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>		
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Shows courtesy and consideration when interacting with others.</p> <p>Looks for shared interests, experiences, or other common ground.</p> <p>Shows interest in others by listening to their perspectives and ideas.</p> <p>Offers assistance, information and support to others, whose help may be needed later on.</p> <p>Shows concern about the general well-being of others.</p>	<p>Takes the time to learn about others' interests and aspirations outside of the work environment.</p> <p>Spends time thinking or talking through issues and concerns with others, making them feel heard and seen.</p> <p>Consistently responsive, acknowledging requests from others promptly.</p> <p>Adapts own style appropriately to work effectively with others, building consensus, trust, and respect.</p>	<p>Pro-actively approaches others, in different organizational units to build rapport, seek or provide help and enhance one's own network of business relationships.</p> <p>Negotiates new and mutually beneficial partnerships that may also serve the interests of other organizational units.</p> <p>Helps team members identify and build key relationships and networks across the organization.</p> <p>Openly recognizes the contributions that staff at all levels make to delivering on priorities.</p>	<p>Expresses appreciation to others who have provided information, assistance or support giving them a sense of satisfaction about their contributions.</p> <p>Works with managers and staff across department and level boundaries to resolve mutual issues and concerns.</p> <p>Helps others to improve their relationship building skills by coaching them in how to establish and maintain networks.</p>

Core Competency: Effective Delegation

Definition: Allocating authority and autonomy to maximize the individual's contribution to organizational success.

Why It's Important: Delegation, simply stated, is the ability to shift from doing the work to getting the work done through others. It requires giving up direct control over the work, which, naturally, involves more risk. It requires equipping others to get the work done and then trusting them to do it well. Delegation shifts the spotlight from your own personal contribution and achievement to enabling and empowering others to contribute to and achieve results. To enable and empower others means that you stop being the expert in a particular function, area, discipline, process, or procedure and instead start leading the experts. It all comes down to three critical areas: Guide. Delegate. And trust. Leaders who succeed in these areas start developing new skills and know when it's time to stop relying on the old. They learn to set clear expectations, to track progress, and to communicate information that people need to do their jobs. Their focus shifts to helping others develop their skills and gain confidence. When you successfully navigate these leadership rites of passage, you'll not only help other people grow and be successful in their roles, but you'll be on your way to becoming more successful and effective in yours.

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1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Suggests activities that could help others develop new technical or operational skills.</p> <p>Gives directions or demonstrations with reasons or rationale as a training strategy.</p> <p>Demonstrates how to accomplish tasks to acceptable levels.</p> <p>Provides appropriate information, tools and resources to best enable task completion.</p> <p>Provides instruction, guidance and support in a helpful and supportive manner when asked.</p>	<p>Clearly states the parameters of the delegated responsibility (e.g. decision-making authority and required actions, constraints, or deadlines).</p> <p>Intervenes as needed to remove obstacles to individual or team progress.</p> <p>Clearly states performance expectations or boundaries.</p> <p>Reviews performance against clear standards or expectations.</p> <p>Periodically tracks how work is progressing without micro-managing.</p>	<p>Sets stretch goals and objectives, pushing individuals or teams to perform at higher levels.</p> <p>Generates commitment by involving team members when setting team direction and objectives.</p> <p>States assigned accountabilities as clear end results, not simply tasks to be completed.</p> <p>Matches authority for decisions and control of resources to assigned accountabilities.</p> <p>Identifies and manages risks associated with assigned accountabilities by making relevant contingency plans with employee.</p>	<p>Masterfully matches people to assignments.</p> <p>Gives full authority and responsibility to individuals with the latitude to do a task in their own way to develop specific skills and to learn from their own mistakes in a non-critical setting.</p> <p>Asks employee for his/her plan to address issue to be delegated, allowing person to create and "own" the solution.</p> <p>Delegates important and attractive projects to the right people, even if it decreases personal status.</p>

Definition: Applying strategies and tactics that build the capacity, capability, and confidence of others to fulfil current and future job roles and responsibilities as effectively as possible.

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1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Willingly shares own task-related knowledge and expertise with staff when asked.</p> <p>Devotes significant time to providing task-related guidance to staff.</p> <p>Provides informal suggestions to others to expand their operational knowledge.</p> <p>Encourages others to try new approaches or ways of doing things.</p> <p>Allows others to work out answers to problems themselves, so they really know how, rather than simply giving them the answer.</p>	<p>Specifically explains desired performance to others.</p> <p>Delegates tasks, assignments or projects to others that will help them to develop specific abilities and skills.</p> <p>Treats mistakes as learning opportunities.</p> <p>Explores or discusses learning with others after mistakes are made.</p> <p>Gives behaviourally specific feedback in a way that builds others' self-esteem.</p> <p>Expresses encouragement and positive expectations for future performance when giving corrective feedback.</p>	<p>Guides others in assessing their strengths and weaknesses in relation to their career goals.</p> <p>Collaborates with other supervisors/leaders to create opportunities that facilitate acquiring new knowledge and skills.</p> <p>Schedules and uses regular feedback sessions with others to provide helpful, behaviourally specific feedback and suggestions in a way that preserves and enhances confidence and self-esteem.</p> <p>Develops staff's capabilities using effective learning and development strategies.</p> <p>Actively participates in the development of talent management strategies for staff.</p>	<p>Delegates to others full authority and responsibility with the latitude to do a task in their own way to develop to full potential.</p> <p>Designs approaches for resolving competency deficiencies in emerging leaders.</p> <p>Guides or mentors others through the process of identifying and developing critical competencies.</p> <p>Collaborates with other leaders to establish developmental opportunities across departmental, functional, or operational boundaries.</p> <p>Creates or connects others to opportunities in which newly acquired knowledge or skills can be practiced and further developed.</p>

Core Competency: Resilience

Definition: The ability to maintain stamina and performance under stressful conditions and rebound from setbacks and adversities.

Why It's Important: Setbacks are unavoidable. Potential pitfalls are everywhere, especially in today's demanding, adverse, and often volatile working environment. Even the most resilient people experience setbacks. The difference is they anticipate them, meet them head-on and have the ability to withstand them. They bounce back from disappointments or confrontations, not letting them negatively influence ongoing performance. Resilient people believe there is a way forward, that better and brighter things lie ahead, even when they can't be seen. They recover quickly, learn from the setback, and move forward with resolve. But resilience doesn't come easy. It requires courage and commitment. But without it, stress can rise to unmanageable levels. Performance can fall away. You can burn out. The more resilient you become, the more you'll stay calm under pressure and positively adapt to difficult situations. You'll keep going when you feel like giving up. You'll bounce back to baseline levels of performance, confidence, and satisfaction sooner. Not only that, you'll be better equipped to confront the next challenge that arises. You'll be stronger.

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				3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>
				2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Grows from hardships and negative experiences.</p> <p>Maintains self-motivation in face of routine/repetitive tasks.</p> <p>Maintains level of outputs as pressure increases.</p> <p>Is not discouraged by challenges and uncertainty.</p>	<p>Displays calmness and ease in stressful or ambiguous situations.</p> <p>Focuses on how to successfully overcome a challenge rather than on the obstacles or constraints.</p> <p>Remains positive in the face of adversity, quickly recovering from setbacks and keeping problems in perspective.</p> <p>Maintains positive demeanour and self-motivation under trying conditions.</p> <p>Withstands criticism and remains composed under pressure.</p>	<p>Maintains a forward-thinking attitude despite troubling circumstances or setbacks.</p> <p>Persists towards solutions and goals despite frequent or repeated rejection and/or frustration.</p> <p>Maintains positive demeanour and high levels of self-motivation whatever the circumstances.</p> <p>Maintains visibly high levels of morale in the face of difficulties.</p> <p>Responds to challenges with logic and reason, avoiding emotional reactions.</p>	<p>Is viewed as a source of confidence in high-stress, uncertain or ambiguous situations.</p> <p>Remains upbeat about the future at all times demonstrating to others a firm belief that obstacles and adversity will be conquered.</p> <p>Fosters a positive outlook in others during period of stress or excessively heavy workload, inspiring others towards goal achievement.</p> <p>Remains calm and focused even in complex, critical situations when the picture is unclear and much is unknown.</p>

Core Competency: Personal Credibility

Definition: Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

Why It's Important: Personal credibility involves other people's perceptions of three personal characteristics: reliability, trustworthiness, and competence. Reliability means fulfilling promises and commitments. If you consistently demonstrate reliability, other people will assign important responsibilities and leadership roles to you. If you are trustworthy, others will share their real concerns and feelings with you, and you will be able to use this information to influence them, by finding win-win solutions. If others perceive you as competent in your area of expertise, they will seek your services. Your overall credibility determines whether others will treat you as a serious player in the organization. Without credibility, it is difficult to enlist others' support and cooperation.

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1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	Dependable; delivers on commitments. Understands that giving respect is essential to building one's credibility. Admits to mistakes and takes responsibility; doesn't blame others. Recognizes the confidentiality of information. Only makes promises that can be kept.	Maintains the confidentiality of information; keeps personal conversations with others in strict privacy. Takes responsibility for own errors and sets an example of how to bounce back from them. Practices what he/she preaches. Keeps promises and follows fully through on commitments.	Consistently shares information that is complete and accurate. Acts in the best interests of others. Acquires and applies new skills and knowledge to remain current in own field or area of work. Is open and honest about one's motive(s) and agenda(s).	Has a track record of being extremely truthful, forthright, and honest with all people. Sets an example by consistently modelling high standards of honesty, and integrity in actions. Conveys a superior command of the relevant facts and information of a situation. Has the organization's and employees' interests at heart when making decisions

Core Competency: Providing Motivational Support

Definition: Skill at enhancing others' commitment to their work.

Why It's Important: Providing motivational support is a key competency that distinguishes leaders from everyone else. It is by providing motivational support that a leader gets results through other people. The productivity and creativity of your team is likely to depend to a significant degree on your ability to keep your team motivated, especially through difficult times. The emphasis here is on the leader's responsibility for creating an environment in which each employee feels motivated to perform at a superior level.

				5=Specialist/Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i>
				4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>
		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>		
		2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>		
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Knows the achievements of team members, peers, or colleagues.</p> <p>Acknowledges team members for their contributions.</p> <p>Takes pride in the team or work group.</p> <p>Identifies morale problems; tries to deal with them effectively.</p>	<p>Recognizes and rewards team members for their achievements.</p> <p>Expresses appreciation for the contribution and efforts of other team members and colleagues.</p> <p>Signals own commitment to a process by being personally present and involved at key events.</p> <p>Expresses pride in the team and encourages team members to feel good about their accomplishments.</p> <p>Expresses confidence in others' ability to be successful at a task/assignment/project.</p>	<p>Reassures after setbacks, discuss issues and ways to prevent reoccurrence.</p> <p>Recognizes and finds creative ways to reward team members for their achievements; motivates them to do more.</p> <p>Finds creative ways to make people's work rewarding and helps them stay engaged no matter the task.</p> <p>Promptly tackles morale problems.</p>	<p>Personally builds the confidence of others in their own capacity to succeed.</p> <p>Catches people doing good each day; honors and recognizes individuals when they do something good.</p> <p>Demonstrate own belief in and high expectations for the success of a particular plan or strategy.</p> <p>Creates strategies to recognize, reward and celebrate contribution and achievement.</p>

Functional Competencies

Analytical Thinking and Judgement

Initiative and Results Orientation

Communicating and Influencing

Integrity and Ethical Judgement

Functional Competency: Analytical Thinking and Judgement

Definition: The ability to examine complex financial and economic data, identify patterns or anomalies, and make sound, evidence-based conclusions.

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		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>		
		2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>		
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Sorts through financial data to identify trends or inconsistencies.</p> <p>Begins to ask relevant questions when evaluating investment materials.</p> <p>Uses templates or tools to support basic financial or economic analysis.</p> <p>Offers tentative interpretations but often seeks validation.</p>	<p>Independently analyses financial models and economic indicators to form conclusions.</p> <p>Considers multiple angles before recommending investment actions or decisions.</p> <p>Spots subtle discrepancies or risks in investment proposals.</p> <p>Connects analysis to broader investment objectives and policies.</p>	<p>Synthesizes complex, ambiguous data to derive well-supported investment insights.</p> <p>Anticipates potential downstream effects of proposed investment actions or decisions.</p> <p>Designs analytical approaches tailored to new or unusual investment scenarios.</p> <p>Regularly guides others in strengthening their analytical rigor.</p>	<p>Leads development of advanced frameworks for investment analysis and decision-making.</p> <p>Recognized as a critical thinker whose judgment is sought for high-stakes decisions.</p> <p>Challenges prevailing assumptions and redefines investment perspectives when needed.</p> <p>Acts as a coach or mentor in building analytical capabilities across the team.</p>

Definition: Proactiveness in identifying opportunities, solving problems, and driving tasks to completion with a focus on delivering value.

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			4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>	Drives organizational improvements through strategic initiative. Shapes the long-term investment research or sourcing pipeline. Champions a results-oriented culture across the investment function. Consistently delivers breakthrough outcomes under complex conditions.
		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>	Anticipates investment opportunities or risks before they become evident. Leads initiatives to streamline evaluation or reporting processes. Takes calculated risks in pursuing results aligned with investment goals. Inspires others to stay focused on measurable outcomes.	
	2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>	Actively identifies new investment leads and research areas. Manages own workload to meet deadlines consistently. Takes ownership of deliverables, even when challenges arise. Proposes solutions to obstacles that affect progress or results.		
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	Follows up on tasks without constant reminders. Seeks ways to improve efficiency in assigned work. Responds positively to setbacks by adjusting work effort. Occasionally identifies minor issues before they escalate.			

Functional Competency: Communicating and Influencing

Definition: Effectively conveys complex information and builds credibility with diverse stakeholders to support decision-making or drive strategic action.

				5=Specialist/ Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others.</i>
				Shapes messaging for high-stakes investment decisions at board level. Influences policy, strategy, or direction through compelling communication. Navigates sensitive or complex stakeholder environments effectively. Leads communication efforts on behalf of the department or organization.
		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>	4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>	
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>	Communicates investment findings and recommendations clearly and logically. Tailors verbal and written communication to technical and non-technical audiences. Uses persuasive reasoning to influence internal stakeholders. Facilitates discussions to resolve differing views on investment matters.	Delivers confident and well-structured presentations to senior decision-makers. Anticipates concerns and counters objections with credible evidence. Builds buy-in for investment proposals through strategic storytelling. Coaches others on how to improve clarity and influence in their communication.	
	Explains financial or investment information with some clarity. Participates in meetings and shares prepared thoughts or data. Begins adapting communication style to audience needs. Asks thoughtful questions that contribute to group understanding.			

Functional Competency: Integrity and Ethical Judgement

Definition: Upholds confidentiality, demonstrates transparency, and consistently acts in alignment with organizational values and good governance standards.

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		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>		
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>			
	Consistently applies rules and investment policies in routine tasks.	Applies ethical reasoning when evaluating investment opportunities.	Sets a visible example of ethical behaviour within the team or department.	Leads institutional efforts to reinforce ethical investment practices.
	Raises concerns when noticing possible irregularities.	Maintains objectivity even when facing pressure from internal or external stakeholders.	Intervenes when others’ actions pose ethical or reputational risks.	Defines ethical standards for investment analysis and reporting.
	Maintains confidentiality when handling documents or data.	Identifies and addresses conflicts of interest.	Advises colleagues on complex ethical dilemmas.	Represents the organization on integrity or governance matters.
	Acknowledges mistakes and takes steps to correct them.	Ensures compliance with regulatory and internal governance standards.	Builds processes that strengthen transparency and ethical accountability.	Ensures the investment function consistently meets the highest standards of professional conduct.

Technical Competencies

Investment Analysis and Financial Appraisal

Risk Assessment and Portfolio Monitoring

Due Diligence and Compliance Management

Technical Competency: Investment Analysis and Financial Appraisal

Definition: The ability to evaluate investment proposals using financial metrics, market data, and risk-return models to determine viability.

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						Sets standards for investment evaluation methodologies across the team.	
						Evaluates highly complex or non-standard proposals (e.g., PPPs, structured finance).	
						Integrates macroeconomic and financial modelling in strategic recommendations.	
						Provides peer review or quality assurance of appraisals before Board submission.	

Technical Competency: Risk Assessment and Portfolio Monitoring

Definition: The ability to identify, quantify, and monitor risks associated with investment instruments and portfolios.

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1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>	3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>	4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>	Develops portfolio risk management frameworks and reporting standards. Provides strategic oversight of portfolio health and exposure. Advises executive leadership or Board on high-risk or sensitive investments. Trains or mentors others in risk monitoring and performance analysis.
	<p>Uses templates to track performance and repayment schedules.</p> <p>Flags missed payments or warning signs to senior staff.</p> <p>Understands basic risk rating systems and contributes to updating them.</p> <p>Supports preparation of portfolio review reports with guidance.</p>	<p>Independently assesses credit risk and evaluates borrower repayment capacity.</p> <p>Monitors investment performance against benchmarks and loan covenants.</p> <p>Identifies early warning signals and recommends mitigation steps.</p> <p>Prepares portfolio performance summaries and risk exposure reports.</p>	<p>Leads portfolio reviews to assess compliance, exposure, and concentration risks.</p> <p>Develops or refines risk assessment tools or dashboards.</p> <p>Advises on loan restructuring or remedial actions.</p> <p>Integrates risk considerations into investment strategy discussions.</p>	

Definition: Conducts thorough background checks, legal and financial reviews, and ensures adherence to internal policies and regulatory requirements.

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