Brenden's Competency Matrix – Application Support

Category	Level I – Competent	Level II – Proficient	Level III – Expert
	Novice, Advanced beginners and competent stage individuals will be hired into this role. Novice and Advanced Beginners will work towards the stage of Competent to meet full expectations of a Level I position. Time in role or length of service is not an influence for the stages of proficiency.	A team member is expected have the ability to work at the Proficient level prior to being promoted into the role of level II. Time in role/length of service is not an influencer for the stages of proficiency.	A team member is expected to have the ability to work at the Expert level prior to being promoted into the role of level III. Time in role/length of service is not an influencer for the stages of proficiency.
General	Works efficiently following department processes. Understands and follows change control consistently. Keeps support commitments. Uses critical thinking.	Seen as resource/mentor for Level I. Comfortable with expectations. No guidance needed for educational aids. Takes a holistic, critical-thinking approach.	Intuitive grasp of situations. Sees what's possible. Analytical approaches are applied to new situations.
Design/Specs	Reviews enhancement requests and builds specs meeting standards. Works independently.	Considers unused functionality. Specs are complete and accurate. Works independently.	Thinks creatively about new design or software development. Leads innovation discussions.
Build/Configuration	Understands system impacts of changes. Confirms no negative effects.	Reviews configuration for cause/effect. Optimizes clinical use.	Completes complex builds. Advanced coding. Key resource for resolution planning.
Validation/Testing	Follows scripts. Participates in test script modification.	Anticipates non-standard use. Leads test script improvements. Applies 'break-it' testing mindset.	Improves testing to minimize patient care impact. Leads production test coordination.
Troubleshooting	Manages tickets. Replicates issues. Completes documentation. Prioritizes patient safety issues.	Helps prioritize/escalate. Sees related impacts. Expands knowledge beyond assigned apps.	Uses analytics to assess impact. Understands resolutions. Negotiates 'must haves' vs. 'nice to haves'.
Clinical Workflow/Patient Flow	Understands workflows and technologies used in supported areas. Knows support pathways.	Suggests improvements and confirms with users. Understands adjacent area flows.	Understands org-wide flows. Seeks efficiency. Applies critical thinking daily.
Project Participation	Attends meetings and completes assigned tasks.	Leads projects where appropriate. Escalates when risk threatens completion.	Leads projects with proactive issue escalation, often before officially noted.
Professionalism/Communication/Education	Maintains professional communication. Uses email etiquette. Provides impactful education with minimal help.	Includes right message for right audience. Identifies and recommends educational approaches.	Same as Level II. Expands messaging as needed. Mentors others in communication strategies.
Team Operations Involvement	Follows processes. Offers improvement ideas.	Same as Level I.	Leads department process improvements.
Mentoring	May mentor novices. Offers support informally.	Mentors routinely. Shares knowledge and educates to support job performance.	Mentors all levels. Invested in success of others. Educates, supports, and elevates team performance.

Bradley's Competency Matrix – Application Support

Category	Level I – Competent	Level II – Proficient	Level III – Expert
	Novice, Advanced beginners and competent stage individuals will be hired into this role. Novice and Advanced Beginners will work towards the stage of Competent to meet full expectations of a Level I position. Time in role or length of service is not an influence for the stages of proficiency.	A team member is expected have the ability to work at the Proficient level prior to being promoted into the role of level II. Time in role/length of service is not an influencer for the stages of proficiency.	A team member is expected to have the ability to work at the Expert level prior to being promoted into the role of level III. Time in role/length of service is not an influencer for the stages of proficiency.
General	Works efficiently following department processes. Understands and follows change control consistently. Keeps support commitments. Uses critical thinking.	Seen as resource/mentor for Level I. Comfortable with expectations. No guidance needed for educational aids. Takes a holistic, critical-thinking approach.	Intuitive grasp of situations. Sees what's possible. Analytical approaches are applied to new situations.
Design/Specs	Reviews enhancement requests and builds specs meeting standards. Works independently.	Considers unused functionality. Specs are complete and accurate. Works independently.	Thinks creatively about new design or software development. Leads innovation discussions.
Build/Configuration	Understands system impacts of changes. Confirms no negative effects.	Reviews configuration for cause/effect. Optimizes clinical use.	Completes complex builds. Advanced coding. Key resource for resolution planning.
Validation/Testing	Follows scripts. Participates in test script modification.	Anticipates non-standard use. Leads test script improvements. Applies 'break-it' testing mindset.	Improves testing to minimize patient care impact. Leads production test coordination.
Troubleshooting	Manages tickets. Replicates issues. Completes documentation. Prioritizes patient safety issues.	Helps prioritize/escalate. Sees related impacts. Expands knowledge beyond assigned apps.	Uses analytics to assess impact. Understands resolutions. Negotiates 'must haves' vs. 'nice to haves'.
Clinical Workflow/Patient Flow	Understands workflows and technologies used in supported areas. Knows support pathways.	Suggests improvements and confirms with users. Understands adjacent area flows.	Understands org-wide flows. Seeks efficiency. Applies critical thinking daily.
Project Participation	Attends meetings and completes assigned tasks.	Leads projects where appropriate. Escalates when risk threatens completion.	Leads projects with proactive issue escalation, often before officially noted.
Professionalism/Communication/Education	Maintains professional communication. Uses email etiquette. Provides impactful education with minimal help.	Includes right message for right audience. Identifies and recommends educational approaches.	Same as Level II. Expands messaging as needed. Mentors others in communication strategies.
Team Operations Involvement	Follows processes. Offers improvement ideas.	Same as Level I.	Leads department process improvements.
Mentoring	May mentor novices. Offers support informally.	Mentors routinely. Shares knowledge and educates to support job performance.	Mentors all levels. Invested in success of others. Educates, supports, and elevates team performance.

Cassandra's Competency Matrix – Project Manager

Category	Level I – Competent	Level II – Proficient	Level III – Expert
	Novice, Advanced beginners and competent stage individuals will be hired into this role. Time in role or length of service is not an influence for the stages of proficiency.	A team member is expected have the ability to work at the Proficient level prior to being promoted into the role of level II. Time in role/length of service is not an influencer for the stages of proficiency.	A team member is expected to have the ability to work at the Expert level prior to being promoted into the role of level III. Time in role/length of service is not an influencer for the stages of proficiency.
General	Works efficiently following department processes. Understands and follows change control consistently. Keeps support commitments. Uses critical thinking.	Seen as resource/mentor for Level I. Comfortable with expectations.. Takes a holistic, critical-thinking approach.	Intuitive grasp of situations. Sees what's possible. Applies analytical approach to new situations.
Planning & Execution	Builds project plans using defined templates. Tracks tasks and deadlines. Seeks support for complex dependencies.	Develops tailored project plans. Anticipates interdependence and adjusts timelines/resource plans proactively.	Leads initiatives with evolving scopes. Aligns execution with strategic priorities. Sees future risks and builds flexibility in plans. Sees connections with other previous, current or future projects.
Stakeholder Engagement	Identifies key stakeholders and provides status updates for each scheduled phase of the project and when requested. Escalates issues appropriately.	Builds and maintains relationships with all key stakeholders. Proactively communicates progress, risks, and mitigation strategies.	Acts as trusted advisor to executives. Uses stakeholder relationships to drive alignment, resolve conflicts, and influence decisions.
Change Management	Follows the organizational change process.	Leads the development of change management plans. Leads planning and adoption efforts and mitigates resistance.	Designs and implements change frameworks. Shapes org-wide adoption through storytelling and stakeholder engagement.
Scope & Requirements Management	Clarifies scope using template documentation. Identifies scope creep. Escalates deviations.	Controls scope creep. Balances requirements, value, and feasibility with stakeholders.	Influences scope decisions to align with organizational priorities. Translates ambiguity into actionable phases.
Risk & Issue Management	Tracks risks/issues using predefined templates. Escalates concerns when needed.	Proactively identifies risks and mitigates them early. Leads resolution planning across departments.	Uses systems thinking to forecast enterprise risks. Manages high-stakes escalations with calm and clarity.
Cross-functional Collaboration	Schedules and facilitates meetings with clear agendas and follow-ups.	Facilitates collaboration between teams with differing priorities. Bridges communication gaps.	Breaks silos and builds shared ownership across functions. Creates an environment of collaboration beyond immediate projects.
Project Governance & Compliance	Completes documentation with support. Follows PMO or organizational processes.	Maintains documentation standards and ensures proper approvals and closure. PMP Certified.	Advises on governance best practices. Audits processes for improvement opportunities.
Communication & Professionalism	Provides updates in meetings and emails with guidance. Responds timely to inquiries.	Tailors messages to stakeholders. Influences through communication. Acts with professionalism under pressure. Communication is clear and concise when warranted with little or no ambiguity.	Leads executive-level communication. Sets standard for written and verbal communication.
Organizational Awareness	Understands the goals of the department and immediate leadership.	Aligns projects with business strategy and connects project goals to service lines.	Shapes project strategy to drive enterprise outcomes. Anticipates how organizational shifts affect project success.