

Analytical Thinking and Judgement Skills

The ability to analyze problems systematically, organize information, identify key factors and underlying concerns and generate solutions Combines the ability to draw on one's experience and knowledge to effectively solve problems through assembling facts. Forms an opinion or evaluation by discerning and comparing before reaching a sound conclusion.

Level	Description	Behaviours	Work Examples
0.	Does not exhibit this competency		
1.	Distinguishes Aspects of Problems/Issues <i>Trainee</i>	<ul style="list-style-type: none"> ▪ Distinguishes important from unimportant aspect of an issue or a problem, making it possible to come to good decisions more quickly and decisively 	<ul style="list-style-type: none"> ▪ Sorts and compiles data for the purpose of analysis ▪ Recognizes inconsistencies in data, e.g. low or high ASR ▪ Ability to assess risk situations, e.g. field safety issues
2.	Sees Relationships and Makes Timely Decisions <i>Appraiser I</i>	<ul style="list-style-type: none"> ▪ Breaks issues or problems into smaller parts so as to recognize important facts and issues ▪ Makes links and analyzes relationships among several parts of a situation ▪ Anticipates obstacles and thinks ahead to the next steps ▪ Notices and uses patterns or trends from similar experiences ▪ Makes well-timed decisions to meet the need of the situation 	<ul style="list-style-type: none"> ▪ Conducts analysis and comparison of information ▪ Notices patterns and trends in information, e.g. recognizing changes in market levels ▪ Recommends changes to market tables ▪ Systematic organization and analysis of data, e.g.. sales, commercial rent ▪ Makes judgment on a valid sale, e.g. what information is valid or not valid
3.	Makes Decisions with Confidence <i>Appraiser II</i>	<ul style="list-style-type: none"> ▪ Looks beyond the accepted facts and thinks laterally in order to develop opportunities and solutions ▪ Analyzes relationships among several parts of a problem or situations and uses conceptual reasoning skills to understand 	<ul style="list-style-type: none"> ▪ Formulation of depreciation of size tables, sales commercial rent ▪ Determining market tables on Roll Closure ▪ Makes decisions on defensible assessment (classification/value) ▪ Makes decisions on pre-roll consultations

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		<ul style="list-style-type: none"> ▪ underlying issues ▪ Uses contingency planning to anticipate obstacles and think ahead about next steps ▪ Demonstrates confidence in making decisions which are right for the business and/or function although may be of a sensitive or controversial nature ▪ Provides support to projects; assists in developing and implementing their plans 	<ul style="list-style-type: none"> ▪ Correlates data in an area of responsibility to achieve roll targets
4.	Impactful Analysis <i>Sr Appraiser</i>	<ul style="list-style-type: none"> ▪ Applies and modifies knowledge of theory or different past trends/situations that have been used in other industries in order to consider and come up with solutions ▪ Systematically breaks down complex problems or issues and identifies essential issues to be addressed ▪ Takes complex ideas or situations and makes clear and understandable by putting ideas into a simple framework so that concepts can be expressed to others ▪ Grasps the business subtleties and creates opportunity by taking multi-dimensional problems/issues, analyzing them and synthesizing the data into totally new solutions 	<ul style="list-style-type: none"> ▪ Knows when to broaden the level of research, e.g. political issues or 'hot spots' and generate potential solutions ▪ Maintains audit/quality control over roll closure on annual basis, e.g. target COD level, ASR, PRD • Develops business cases in support of project, plans and makes recommendations for solutions to issues.
5.	Strategic Insight	<ul style="list-style-type: none"> ▪ Reshapes the environment in which business is conducted by redefining the area/organization or product/service ▪ Develops corporate policy/direction based on strategic insights 	<ul style="list-style-type: none"> ▪ Makes decisions at the corporate level, e.g. STOCAP ▪ Formulates corporate policy and strategic direction, e.g. standardization ▪ Develops business cases ▪ Creates plans and effectively manages political issues or 'hot spots'
