



**Massachusetts Institute of Technology**

---

## Business Intelligence Analyst Position Description

February 9, 2015

## Table of Contents

<b>General Characteristics .....</b>	<b>1</b>
<b>Career Path .....</b>	<b>2</b>
<b>Explanation of Proficiency Level Definitions.....</b>	<b>6</b>
<b>Summary Proficiency Matrix .....</b>	<b>8</b>
<b>Proficiency Matrix .....</b>	<b>9</b>

## General Characteristics

Individuals within the Business Intelligence (BI) Analyst role identify business intelligence, reporting, and data analysis needs. They work closely with clients and IT teams to turn data into critical information and knowledge that can be used to make sound business decisions. It is essential that BI Analysts build an understanding of the business at a level of detail that enables them to identify and address critical issues. They provide data that is accurate, congruent and reliable, and ensure the information is easily available to users for direct consumption or integration with other systems. BI Analysts educate and train clients to use the data as an analytical tool, displaying the information in new forms and content for the purpose of analysis and option exploration.

BI Analysts work with clients to determine business requirements, priorities, define key performance indicators (KPI), and develop BI and data warehouse (DW) strategy. This includes working with business and development teams to design, and document dashboards, alerts, and reports. This individual is accountable for providing leadership and independent initiatives in facilitating information gathering, structured documentation and presentation of findings to all levels of management. They conduct analyses of functional business processes and functional business requirements and participate in the development of business cases in the support of process changes and/or IT projects.

BI Analysts understand how data is turned into information and knowledge and how that knowledge supports and enables key business processes. They must have an in-depth understanding of the business environment and an interest in going beyond the obvious, delving into the source, the definition, philosophy, and foundational roots of a data element in order to create information. They must work well within a team environment.

## Career Path

The following section is intended to serve as a general guideline for each relative dimension of project complexity, responsibility and education/experience within this role. This table is not intended for use as a checklist to facilitate promotions or to define specific responsibilities as outlined in a job description. Actual responsibilities and experiences may vary.

Title	<i>Business Intelligence Analyst I</i>	<i>Business Intelligence Analyst II</i>	<i>Business Intelligence Analyst III</i>
<b>Dimension</b>			
<b>Work Complexity</b>	<ul style="list-style-type: none"> <li>Provides support for user community.</li> <li>Works on low to medium complexity tasks within one or more functional areas.</li> <li>Works on one or more tasks/projects as a team member.</li> </ul>	<ul style="list-style-type: none"> <li>Provides <b>design</b> support for the <b>development of business intelligence solutions.</b></li> <li>Works on medium to <b>complex</b> and <b>cross-functional</b> IT and business intelligence solutions.</li> <li>Works on <b>multiple</b> tasks/projects as team member.</li> <li><b>Sometimes works as a functional lead.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Directs, organizes, and leads BI workstream projects in the implementation and use of new BI software tools and systems.</b></li> <li>Works on <b>highly</b> complex, cross-functional, and enterprise IT and business intelligence solutions.</li> <li><b>Provides subject matter expertise for key BI core functions.</b></li> </ul>
<b>Typical Responsibilities</b>			
<i>Project/Work Planning</i>	<ul style="list-style-type: none"> <li>Participates in or supports workstream planning process.</li> </ul>	<ul style="list-style-type: none"> <li>Participates in workstream planning process <b>including inception, technical design, development, testing and delivery of BI solutions.</b></li> <li><b>May participate in project management estimation process.</b></li> <li><b>Develops demand forecasts.</b></li> </ul>	<ul style="list-style-type: none"> <li>Participates in workstream planning process including inception, technical design, development, testing and delivery of BI solutions.</li> <li><b>Develops work plans or reviews other work plan timelines and manages workflows to meet timeframes.</b></li> <li><b>Participates</b> in project management estimation process.</li> <li><b>Manages and plans for service demand forecasts.</b></li> <li><b>Conducts analyses of functional business processes and</b></li> </ul>

Title	<i>Business Intelligence Analyst I</i>	<i>Business Intelligence Analyst II</i>	<i>Business Intelligence Analyst III</i>
			<p><b>functional requirements and participates in the development of business cases in the support of process changes and/or IT projects.</b></p>
<p><b><i>Business Requirements &amp; Analysis</i></b></p>	<ul style="list-style-type: none"> <li>• Works with internal and external customers and IT partners to gather and validate requirements.</li> <li>• Develops and writes business requirements for the design of solutions.</li> <li>• May determine and analyze commonly used queries and reports.</li> <li>• Researches business problems and assists in the creation of models that help analyze these problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Works with internal and external customers and IT partners to <b>develop and analyze business intelligence needs.</b></li> <li>• <b>Provides input to business requirements</b> for the design of solutions.</li> <li>• <b>Interprets business requirements and determines optimum BI solutions to meet needs.</b></li> <li>• <b>Identifies and provides input to new technology opportunities that will have an impact on the enterprisewide BI systems.</b></li> <li>• Designs Institute-wide “views” and custom reports.</li> <li>• <b>May perform analysis for a wide range of requests using data in different formats and from various platforms.</b></li> <li>• Researches business problems and <b>creates</b> models that help analyze these business problems.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Evaluates</b> internal and external customers’ <b>needs and abilities in order to provide appropriate solutions.</b></li> <li>• Provides input to business requirements for the design of solutions.</li> <li>• Identifies and provides input to new technology opportunities that will have an impact on the enterprisewide BI systems.</li> <li>• <b>Advises executives on how BI (processes, practices and technologies) play a critical role in improving business management and optimization.</b></li> <li>• <b>Explores the data and discovers patterns, meaningful relationships, anomalies and trends.</b></li> <li>• Designs Institute-wide “views” and custom reports.</li> <li>• May perform analysis for a wide range of requests using data in different formats and from various platforms.</li> <li>• Researches business problems and creates models that help analyze these business problems.</li> <li>• <b>Develops best practices for report deployments.</b></li> </ul>

Title	<i>Business Intelligence Analyst I</i>	<i>Business Intelligence Analyst II</i>	<i>Business Intelligence Analyst III</i>
<b>Testing</b>	<ul style="list-style-type: none"> <li>• Develops, executes, and documents user test plans.</li> <li>• Provides support to test teams.</li> <li>• Resolves issues based on test results.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>May lead or provide direction for the planning, designing, and execution of user efforts.</b></li> <li>• <b>Reviews test plans and monitors testing process to ensure that business results are tested.</b></li> <li>• Provides support to test teams.</li> <li>• Resolves issues based on test results.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Leads</b> or provides direction for the planning, designing, and execution of user testing efforts.</li> <li>• <b>Oversees the implementation (i.e., testing, issues resolution) of new systems or modifications.</b></li> <li>• <b>Analyzes testing results to ensure the solution meets the needs of the business.</b></li> <li>• Provides support to test teams.</li> </ul>
<b>Information Quality Assurance</b>	<ul style="list-style-type: none"> <li>• Verifies the collected data is within required quality standards.</li> <li>• May maintain the quality of metadata repository/data dictionary by adding, modifying, and deleting data.</li> <li>• Creates data quality tickets, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Provides input to the development of information quality metrics.</b></li> <li>• Creates data quality tickets, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recommends</b> quality metrics and ensures quality metrics are documented and tracked.</li> <li>• Creates data quality tickets, as needed.</li> </ul>
<b>Research/Evaluation</b>	<ul style="list-style-type: none"> <li>• May participate in vendor evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Researches tools, frameworks and mechanisms for data analytics.</b></li> <li>• <b>Interfaces with vendors to keep abreast of new technologies, pricing and customer applicability.</b></li> <li>• <b>Participates</b> in vendor evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Researches best practices.</b></li> <li>• <b>Approves selection</b> of tools, frameworks and mechanisms for data analytics.</li> <li>• <b>Aligns BI technologies with strategic initiatives.</b></li> <li>• <b>Stays abreast of BI products/tools and of business strategies and direction.</b></li> </ul>
<b>Policies, Standards and Procedures</b>	<ul style="list-style-type: none"> <li>• Adheres to current standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Adheres to current standards.</li> <li>• <b>Provides input to standards, policies and procedures for the form, structure, and attributes of the BI tools and systems.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Adheres to current standards.</li> <li>• <b>Recommends</b> standards, policies and procedures for the form, structure, and attributes of the BI tools and systems.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Assists in the development of end-user training materials.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Designs and delivers</b> end-user training and training materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and delivers end-user training and training materials.</li> </ul>

Title	<i>Business Intelligence Analyst I</i>	<i>Business Intelligence Analyst II</i>	<i>Business Intelligence Analyst III</i>
	<ul style="list-style-type: none"> <li>Coaches and may train clients in the use of the business intelligence solutions to enhance business decision-making capability.</li> </ul>	<ul style="list-style-type: none"> <li><b>Trains users to transform data into action-oriented information and to use that information correctly.</b></li> </ul>	<ul style="list-style-type: none"> <li>Trains users, <b>including executives</b>, to transform data into action-oriented information and to use that information correctly.</li> </ul>
<i>Coaching/ Mentoring</i>		<ul style="list-style-type: none"> <li>Provides guidance, training, and problem solving assistance to other team members.</li> <li>Coaches less-experienced individuals.</li> </ul>	<ul style="list-style-type: none"> <li>Provides guidance, training, and problem solving assistance to other team members.</li> <li>Coaches less-experienced individuals.</li> </ul>
<b>Typical Education/ Experience</b>	<ul style="list-style-type: none"> <li>Bachelor's degree in Computer Science, Information Systems, Business Management or specialized training/certification. Or equivalent work experience.</li> <li>Typically requires 3-5 years' of Business Analysis or related technical experience.</li> <li>Knowledge of one business functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor's degree in Computer Science, Information Systems, Business Management or specialized training/certification. Or equivalent work experience.</li> <li>Typically requires <b>5-7</b> years' of Business Analysis or related technical experience.</li> <li>Knowledge of one <b>or more</b> business functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor's degree in Computer Science, Information Systems, Business Management or specialized training/certification. Or equivalent work experience.</li> <li>Typically requires <b>7 or more</b> year of Business Analysis or related technical experience.</li> <li><b>In-depth</b> knowledge of the <b>industry</b> and <b>multiple</b> business functional areas.</li> <li><b>Experience leading teams.</b></li> </ul>

## Explanation of Proficiency Level Definitions

Proficiency scale definitions are provided to help determine an individual's proficiency level in a specific competency. The rating scale below was created as a foundation for the development of proficiency level definitions used for assessments.

<b>Being Developed: (BD)</b>	Demonstrates <b>minimal</b> use of this competency; limited knowledge of subject matter area; needs frequent assistance and <b>close supervision</b> for direction. Currently developing competency.
<b>Basic: (B)</b>	Demonstrates <b>limited</b> use of this competency; basic familiarity of subject matter area; needs additional training to apply without assistance or with <b>frequent supervision</b> .
<b>Intermediate: (I)</b>	Demonstrates <b>working or functional proficiency</b> level sufficient to apply this competency effectively without assistance and with <b>minimal supervision</b> ; working/functional knowledge of subject matter area.
<b>Advanced: (A)</b>	Demonstrates <b>in-depth proficiency</b> level sufficient to assist, consult to, or lead others in the application of this competency; in-depth knowledge in subject matter area.
<b>Expert: (E)</b>	Demonstrates broad, in-depth proficiency sufficient to be recognized as an <b>authority or master performer</b> in the applications of this competency; recognized authority/expert in subject matter area.

As you complete the competency assessment, read all of the proficiency level definitions for a competency (provided in the next section) and select the one that is most characteristic of the demonstrated performance. If more than one definition is descriptive, select the highest level that is typically exhibited.





## Summary Proficiency Matrix

The chart provides a summary of proficiency ratings.

Title	BI Analyst I	BI Analyst II	BI Analyst III
<b>Competencies</b>			
<b>Business Enterprise Knowledge:</b> Solicits information on enterprise direction, goals and industry competitive environment to determine how own function can add value to the organization and to customers. Makes decisions and recommendations clearly linked to the organization's strategy and financial goals, reflecting an awareness of external dynamics. Demonstrates awareness by providing clear explanations for actions taken relative to customer requirements, needs, and industry trends.	B	I	A
<b>Business Requirements Analysis:</b> Ability to understand a customer's business needs and translate needs into IT specific requirements. Applies knowledge of the customer's functions and processes to develop business case and business requirement documents. Assesses the benefits of recommended solutions.	B	I	E
<b>Communications for Results:</b> Expresses technical and business concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and reinforces words through empathetic body language and tone.	I	I	A
<b>Information Seeking:</b> Gathers and analyzes information or data on current and future trends of best practice. Seeks information on issues impacting the progress of organizational and process issues. Translates up to date information into continuous improvement activities that enhance performance.	I	A	E
<b>Initiative:</b> Voluntarily takes the first steps to identify and address existing and potential obstacles, issues, and opportunities.	B	I	A
<b>Problem Solving:</b> Anticipates, identifies and defines problems. Seeks root causes. Develops and implements practical and timely solutions.	B	I	A
<b>Teamwork:</b> Collaborates with other members of formal and informal groups in the pursuit of common missions, vision, values and mutual goals. Places team needs and priorities above personal needs. Involves others in making decisions that affect them. Draws on the strengths of colleagues and gives credit to others' contributions and achievements.	B	I	A
<b>Thoroughness:</b> Demonstrates attention to detail and accuracy. Defines and organizes tasks, responsibilities and priorities. Takes responsibility for timely completion.	B	A	E

## Proficiency Matrix

The following charts illustrate proficiency levels for each competency.

Title	BI Analyst I	BI Analyst II	BI Analyst III
<b>Competencies</b>			
<b>Business Enterprise Knowledge:</b> Solicits information on enterprise direction, goals and industry competitive environment to determine how own function can add value to the organization and to customers. Makes decisions and recommendations clearly linked to the organization's strategy and financial goals, reflecting an awareness of external dynamics. Demonstrates awareness by providing clear explanations for actions taken relative to customer requirements, needs, and industry trends.			
<b>Being Developed (BD):</b> Inquires about the relationship of technology to the business as it pertains to assigned area of responsibility and related projects. Seeks out relevant information from available sources including supervisors, peers, clients, intranet/internet, and documentation.			
<b>Basic (B):</b> Has a basic understanding of the processes, functions, and operations of the business. Keeps informed on business operations. Implements solutions for improvements that align with day-to-day business needs.	✓		
<b>Intermediate (I):</b> Has a deep understanding of one or more major components of the business enterprise. Able to identify and describe the current technology, facilities and equipment, location and products and services. Develops and implements solutions that meet operational improvement needs. Ensures that decisions are supported by relevant stakeholders and sound performance data. Provides a business-based rationale for determining the necessity of incremental improvements and communicates viewpoint using the customers' own terminology.		✓	
<b>Advanced (A):</b> Has a deep understanding of multiple, major components of the business enterprise. Understands the present state of the business and able to identify target markets, pricing structures and competition. Identifies specific markets, trends, technologies, and economies that directly impact the business and makes recommendations for improvement based on research findings. Directs and coordinates the development and implementation of process-based solutions that cross organizational lines. Creates business case for investments in process and technological enhancements. Sets clear explanations for the integration and alignment of technology and business functions, focusing on the strategic value provided.			✓
<b>Expert (E):</b> Fully understands the complex relationships between all areas within the enterprise including business history, current state, financial goals, organizational structure and partnerships. Sponsors enterprise-wide initiatives. Defines strategic imperatives in terms of the links between increased value, enterprise needs and technological solutions. Procures support and funding from the leading stakeholders in the enterprise. Able to explain complex relationships and solutions in terms that meet the needs of the affected parties.			

Title	BI Analyst I	BI Analyst II	BI Analyst III
<b>Business Requirements Analysis:</b> Ability to understand a customer's business needs and translate needs into IT specific requirements. Applies knowledge of the customer's functions and processes to develop business case and business requirement documents. Assesses the benefits of recommended solutions.			
<b>Being Developed (BD):</b> Gathers information on business functions, associated with the business or product being supported. Understands the current technology functions that support the business or product. Develops working knowledge of current technical design for own area of work or responsibility.			
<b>Basic (B):</b> Expands working knowledge of the business or product supported to include key processes and operational aspects that impact successful execution of business functions. For each key business process, identifies the various technical components that comprise technology support and their associated impact and benefits, i.e. hardware, software and network components.	✓		
<b>Intermediate (I):</b> Reviews customer business requirements and determines where support is needed relative to existing technical systems design. Identifies key opportunities for redesign of systems infrastructure to meet customer needs. Investigates areas where integration and migration of platforms will enhance customer's capabilities. Identifies the cost-benefits of solutions.		✓	
<b>Advanced (A):</b> Reviews customer business requirements, recommending technological solutions that can be integrated and deployed in the environment. Identifies key business processes and the technologies that support them. Documents the interrelationship of businesses and technologies, outlining dependencies and risks. Evaluates the cost effectiveness and potential benefits of proposed interventions versus alternative options.			✓
<b>Expert (E):</b> Acquires updated information on enterprise strategies and recommends supporting technology initiatives. Demonstrates knowledge of all key business functions in the enterprise and the technologies supporting and integrating them. Ensures that proposed solutions fit with planned and existing technical architectures. Compares and contrasts business systems used in the company with world class and similar organizations in the sector.			

Title	<i>BI Analyst I</i>	<i>BI Analyst II</i>	<i>BI Analyst III</i>
<p><b>Communications for Results:</b> Expresses technical and business concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and reinforces words through empathetic body language and tone.</p>			
<p><b>Being Developed (BD):</b> Speaks and writes to peers in ways that support transactional activities. Shares information and asks questions prior to taking action.</p>			
<p><b>Basic (B):</b> Converses with and writes to peers in ways that support transactional and administrative activities. Seeks and shares information and opinions. Explains the immediate context of the situation, asks questions with follow-ups, and solicits advice prior to taking action.</p>			
<p><b>Intermediate (I):</b> Conducts discussions with and writes memoranda to all levels of colleagues and peer groups in ways that support troubleshooting and problem solving. Seeks and shares relevant information, opinions, and judgments. Handles conflict empathetically. Explains the context of inter-related situations, asks probing questions, and solicits multiple sources of advice prior to taking action.</p>	✓	✓	
<p><b>Advanced (A):</b> Converses with, writes reports and creates/delivers presentations to all levels of colleagues and peer groups in ways that support problem solving and planning. Seeks a consensus with business partners. Debates opinions, tests understanding and clarifies judgments. Brings conflict into the open empathetically. Explains the context of multiple inter-related situations, asks searching, probing questions, and solicits expert advice prior to taking action and making recommendations.</p>			✓
<p><b>Expert (E):</b> Converses with, writes strategic documents and creates/delivers presentations to internal business leaders and as well as external groups. Leads discussions with senior leaders and external partners in ways that support strategic planning and decision-making. Seeks a consensus with business leaders. Debates opinions, tests understanding and clarifies judgments. Identifies underlying differences and resolves conflict openly and empathetically. Explains the context of multiple, complex inter-related situations. Asks searching, probing questions, plays devil's advocate, and solicits authoritative perspectives and advice prior to approving plans and recommendations.</p>			

Title	BI Analyst I	BI Analyst II	BI Analyst III
<p><b>Information Seeking:</b> Gathers and analyzes information or data on current and future trends of best practice. Seeks information on issues impacting the progress of organizational and process issues. Translates up to date information into continuous improvement activities that enhance performance.</p>			
<p><b>Being Developed (BD):</b> Asks questions and solicits procedural information that explains how day-to-day tasks are conducted. Collates facts and data. Checks and monitors progress of activities in area of responsibility. Seeks out the appropriate people for guidance when needed to get things done.</p>			
<p><b>Basic (B):</b> Seeks information on both formal and informal processes. Uses appropriate tools, techniques and sources to gather, update and monitor information. Checks for accuracy of interpretation. Seeks out the appropriate people for guidance when needed depending on the type of issue.</p>			
<p><b>Intermediate (I):</b> Utilizes a variety of information and data sources pertaining to organizational and professional trends. Checks the source for omission and accuracy. Identifies the sources that are appropriate for specific types of information. Checks for bias and omission. Seeks out the appropriate people to approach for guidance either formally or informally depending on the type of issue. Links information in a lateral as well as linear manner. Finds hidden data. Relates and manipulates data from various sources to create a fuller picture. Investigates and uncovers root causes of a problem or issue.</p>	✓		
<p><b>Advanced (A):</b> Researches organizational and professional trends. Networks internally and externally on areas of interest and concern. Evaluates sources, and collates and compares findings for bias, omission and accuracy. Conducts objective analysis. Prioritizes information by source. Monitors systematically. Deploys resources (time, people, and systems) to ensure timely management reporting. Reviews and determines need for corrective action and/or business opportunities.</p>		✓	
<p><b>Expert (E):</b> Studies environmental, business and technological trends and forecasts. Networks among thought leaders and strategic influencers. Differentiates data sources for validity, reliability and credibility. Tracks and synthesizes systemic benchmarking trends. Evaluates composite information in relation to its impact on decision-making and strategic implications. Sets expectations for and reviews management and key stakeholder reports. Assesses validity of business strategy recommendations against trend data. Steers senior leadership toward making informed, sound strategic decisions.</p>			✓

Title	<i>BI Analyst I</i>	<i>BI Analyst II</i>	<i>BI Analyst III</i>
<b>Initiative:</b> Voluntarily takes the first steps to identify and address existing and potential obstacles, issues, and opportunities.			
<b>Being Developed (BD):</b> Volunteers to undertake activities within his or her capability. Asks questions and gathers information prior to taking on new tasks. Seeks help where challenged in trying something new.			
<b>Basic (B):</b> Volunteers to undertake tasks that stretch his or her capability. Identifies who can provide support and procures their input. Identifies problems and acts to prevent and solve them.	✓		
<b>Intermediate (I):</b> Seeks out new challenges that require risk taking. Determines the resources, team support, and technical needs necessary to enable success and procures them. Keeps responding to the challenge in spite of obstacles and setbacks.		✓	
<b>Advanced (A):</b> Describes future scenarios and related opportunities. Plans potential responses involving resource holders, peers, processes, and technology. Leads a timely response, seeking internal/external advice and consultation and sustains progress through uncharted territories.			✓
<b>Expert (E):</b> Integrates future and conflicting scenarios and opportunities. Directs planning for potentially significant outcomes and contingency plans. Identifies areas of high risk. Procures significant commitment of organizational resources, involving resource owners, organizational leaders, core business processes, and technologies. Leads step-by-step long-term responses, seeking and evaluating input from authoritative sources. Sustains progress in unprecedented strategic directions while maintaining superior ongoing performance.			

Title	BI Analyst I	BI Analyst II	BI Analyst III
<p><b>Problem Solving:</b> Anticipates, identifies and defines problems. Seeks root causes. Develops and implements practical and timely solutions.</p>			
<p><b>Being Developed (BD):</b> Asks questions and looks for data that helps to identify and differentiate the symptoms and root causes of every day, defined problems. Suggests remedies that meet the needs of the situation and those directly affected. Escalates issues appropriately.</p>			
<p><b>Basic (B):</b> Investigates defined issues with uncertain but limited cause. Solicits input in gathering data that help identify and differentiate the symptoms and root causes of defined problems. Suggests alternative approaches that meet the needs of the organization, the situation, and those involved. Escalates issues with suggestions for further investigation and options for consideration.</p>	✓		
<p><b>Intermediate (I):</b> Applies simple problem-solving methodologies to diagnose and solve operational and interpersonal problems. Determines the potential causes of the problem and devises testing methodologies for validation. Shows empathy and objectivity toward individuals involved in the issue. Analyzes multiple alternatives, risks and benefits for a range of potential solutions. Recommends resource requirements and collaborates with impacted stakeholders.</p>		✓	
<p><b>Advanced (A):</b> Diagnoses problems using formal problem-solving tools and techniques from multiple angles and probes underlying issues to generate multiple potential solutions. Proactively anticipates and prevents problems. Devises, facilitates buy-in, makes recommendations and guides implementation of corrective and/or preventive actions for complex issues that cross organizational boundaries and are unclear in nature. Identifies potential consequences and risk levels. Gains support and buy-in for problem definition, methods of resolution, and accountability.</p>			✓
<p><b>Expert (E):</b> Anticipates long-term problem areas and associated risk levels with objective rationale. Uses formal methodologies to forecast trends and define innovative strategic choices in response to the potential implications of multiple integrated options. Generates and solicits the approval of senior leadership prior to defining critical issues and solutions to unclear, multi-faceted problems of high risk which span across and beyond the enterprise.</p>			



Title	BI Analyst I	BI Analyst II	BI Analyst III
<p><b>Teamwork:</b> Collaborates with other members of formal and informal groups in the pursuit of common missions, vision, values and mutual goals. Places team needs and priorities above personal needs. Involves others in making decisions that affect them. Draws on the strengths of colleagues and gives credit to others' contributions and achievements.</p>			
<p><b>Being Developed (BD):</b> Participates willingly by supporting team decisions, assisting other team members, and doing his/her share of the work to meet goals and deadlines. Informs other team members about client-related decisions, group processes, individual actions, or influencing events. Shares all relevant and useful information.</p>			
<p><b>Basic (B):</b> Takes initiative to actively participate in team interactions. Without waiting to be asked, constructively expresses own point of view or concerns, even when it may be unpopular. Ensures that the limited time available for collaboration adds significant customer value and business results.</p>			
<p><b>Intermediate (I):</b> Actively solicits ideas and opinions from others to quickly accomplish specific objectives targeted at defined business outcomes. Openly encourages other team members to voice their ideas and concerns. Shows respect for differences and diversity, and disagrees without personalizing issues. Utilizes strengths of team members to achieve optimal performance.</p>	✓		
<p><b>Advanced (A):</b> Consistently fosters collaboration and respect among team members by addressing elements of the group process that impedes, or could impede, the group from reaching its goal. Engages the “right people”, despite location or functional specialty, in the team by matching individual capabilities and skills to the team’s goals. Works with a wide range of teams and readily shares lessons learned.</p>		✓	
<p><b>Expert (E):</b> Identifies and improves communication to bring conflict within the team into the open and facilitate resolution. Openly shares credit for team accomplishment. Monitors individual and team effectiveness and recommends improvement to facilitate collaboration. Considered a role model as a team player. Demonstrates high level of enthusiasm and commitment to team goals under difficult or adverse situations; encourages others to respond similarly. Strongly influences team strategy and processes.</p>			✓

Title	BI Analyst I	BI Analyst II	BI Analyst III
<p><b>Thoroughness:</b> Demonstrates attention to detail and accuracy. Defines and organizes tasks, responsibilities and priorities. Takes responsibility for timely completion.</p>			
<p><b>Being Developed (BD):</b> Applies attention to detail to routine tasks defined in formal, written procedures and oral instructions. Seeks guidance on the quality and the degree of completion required for completing new tasks. Reprioritizes, as new deadlines are set. Responds constructively to customer feedback on task output.</p>			
<p><b>Basic (B):</b> Performs tasks according to quality and output standards. Takes initiative to ensure that outcomes meet internal and external customer requirements. Solicits feedback on performance in new tasks. Measures accuracy using performance metrics. Sets improvement standards to reduce errors, omissions and oversights.</p>	✓		
<p><b>Intermediate (I):</b> Demonstrates operational agility. Uses organizational systems that result in multiple critical activities to be identified and completed on time. Renegotiates priorities as necessary. Puts systems in place and uses them to monitor and detect errors and problems. Tests and inspects outputs, and applies quality checks prior to work submission.</p>		✓	
<p><b>Advanced (A):</b> Identifies potential areas of conflicting priorities and vulnerability in achieving standards. Reviews department's progress against established goals, objectives, service level targets and project milestones. Supports others in achieving deliverables by efficiently allocating resources and providing common organizing systems, techniques and disciplines. Maintains a proactive work review and approval process prior to assignment completion. Solicits internal and external customer evaluation of performance and devises measures for improvement.</p>			✓
<p><b>Expert (E):</b> Sets the vision, defines the value and acts as role model for creating a culture that sets superior standards and delivers on time and on budget. Agrees upon service level and project expectations with senior leaders. Reviews enterprise's progress against established goals, objectives, service level targets and project milestones. Devises strategies for delivering large-scale projects on time. Proactively conducts business review meetings for reprioritization of resources and taking corrective action to respond to strategic initiatives. Holds self and leadership team members accountable for achievements, publicly recognizing successes. Identifies areas of potential vulnerability in achieving strategic business drivers. Supports the enterprise in achieving deliverables by investing in world-class organizational processes.</p>			

**Any questions regarding this Report  
should be addressed to:**

Diana Hughes  
Director of HR and Administration  
Information Systems and Technology  
Massachusetts Institute of Technology  
(617) 253-6205  
dhughes@mit.edu