**Massachusetts Institute of Technology**

User Experience (UX) Specialist Position Description

February 9, 2015

IST
Information Systems & Technology

# Table of Contents

# General Characteristics

Individuals within the User Experience (UX) Specialist role are responsible for setting up, running, and reporting on all aspects of qualitative and quantitative user experience research. The goal of the UX Specialist is to develop a deeper understanding of Institute clients and deliver findings that can translate insights into action.

UX Specialists work with marketing, product management and development leaders to create solutions. They help set and document the vision for the user experience, serving as a client advocate to ensure the highest level of usefulness, desirability and client satisfaction. This is done by planning and delivering impactful studies that bring the voice of the client to life. They design and execute usability studies and other user research, utilizing their broad knowledge of user experience and methodological expertise. As the project evolves, the UX Specialist will conduct user testing and other user-facing activities to validate the design, interaction and content.

Individuals in this role must be user-focused, analytical, and have strong verbal and written communication skills. In addition, UX Specialists must be able to work in a team environment in order to share information and collaborate on solutions.

IST

Information Systems & Technology

# 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 | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| **Dimension** | | | |
| **Work Complexity** | • Works on one or more low to moderately complex projects/tasks.<br>• Works as team member. | • Works on **multiple** moderate to **complex** projects/tasks.<br>• Works as a team member and **sometimes as a technical lead.** | • Works on multiple **complex** projects/tasks.<br>• Works as a **technical lead or as project team consultant.** |
| **Typical Responsibilities** | | | |
| *Strategy* | | • May collaborate with business development, research and prototyping, and product management to define the next generations of business concepts and solutions. | • **Collaborates** with business development, research and prototyping, and product management to define the next generations of business concepts and solutions.<br>• **Works with the UX and Design Team and key stakeholders to develop a research approach and schedule.** |
| *Business Requirements* | • Assists in the collection of client requirements. | • **Collects**, **reviews, and may assist in refining** client requirements.<br>• **Partners with Business Systems Analysts and the UX and Design team in collecting briefs and prioritizing business questions.** | • **Defines and drives both qualitative and quantitative user data gathering efforts.**<br>• Partners with Business Systems Analysts and the UX and Design team in **managing research requests**, collecting briefs and prioritizing business questions.<br>• **Presents concepts and initial ideas with rationale to departmental directors, project** |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| | | | **managers, and clients.**<br>• **Develops content for presentations or pitch materials for UI/UX business opportunities.** |
| *Planning* | • Participates in preparing research plans. | • **Participates in short- and long-term project efforts with stakeholders and IT groups**.<br>• **Develops time and cost estimates.**<br>• **Confers with account, UX and Design team, and technology regarding client requirements and scheduling, basic presentation concepts, and budget estimates.** | • Participates in short- and long-term planning efforts with stakeholders and IT groups**.**<br>• Develops time and cost estimates.<br>• Confers with account, UX and Design team, and technology regarding client requirements and scheduling, basic presentation concepts, and budget estimates. |
| *User Research* | • Researches and develops user scenarios to be used during the design and development processes.<br>• Assists in all the pre and post set-up necessary for conducting research, which includes: set-up, recruiting participants, understanding business needs and requirements, implementation details, participant follow-up, artifact logging, and data transference if necessary.<br>• Conducts user research using methods such as: ethnographic field studies, participatory design sessions, site visits, focus groups, benchmark studies, usability studies, heuristic evaluations, and similar approaches.<br>• Identifies potential usability issues and design opportunities.<br>• Analyzes user research data, writes reports, and communicates results to UX and Design team. | • **Designs** and conducts user research using methods such as: ethnographic field studies, participatory design sessions, site visits, focus groups, benchmark studies, usability studies, heuristic evaluations, and similar approaches.<br>• **Synthesizes findings to inform a better understanding of customers, give insight into business value, and identify potential usability issues and design opportunities.**<br>• Identifies potential usability issues and design opportunities.<br>• **Converts research findings into actionable results.**<br>• **Designs prototypes, screen mockups, and wireframes based on the results of usability testing and customer feedback.**<br>• **Communicates analysis, recommendations, and potential** | • Designs and conducts user research using methods such as: ethnographic field studies, participatory design sessions, site visits, focus groups, benchmark studies, usability studies, heuristic evaluations, and similar approaches.<br>• Synthesizes findings to inform a better understanding of customers, give insight into business value, and identify potential usability issues and design opportunities.<br>• Identifies potential usability issues and design opportunities.<br>• Converts research findings into actionable results.<br>• Designs prototypes, screen mockups, and wireframes based on the results of usability testing and customer feedback.<br>• Communicates analysis, recommendations, and potential design solutions verbally and |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| | • May convert research findings into actionable results. | **design solutions verbally and through documentation to the project team and key stakeholders including product managers, visual designers, and other UX and Design team members.**<br><br>• **Works collaboratively with interaction designers and other user experience professionals to define and improve the user experience.** | through documentation to the project team and key stakeholders including **business owners, senior executives,** product managers, visual designers, and other UX and Design team members.<br><br>• Works collaboratively with interaction designers and other user experience professionals to define and improve the user experience.<br><br>• **Advocates for the end user by influencing decisions to ensure that product and design decisions are aligned with user needs and expectations.** |
| *Testing* | • Executes lab-based user testing, remote testing, paper prototype testing, iterative prototype testing, and concept testing.<br>• Ensures solutions are accessible and intuitive.<br>• Makes enhancement recommendations as needed. | • Executes lab-based user testing, remote testing, paper prototype testing, iterative prototype testing, and concept testing.<br>• Ensures solutions are accessible and intuitive.<br>• Makes enhancement recommendations as needed. | • **Organizes and leads** lab-based user testing, remote testing, paper prototype testing, iterative prototype testing, and concept testing.<br>• Ensures solutions are accessible and intuitive.<br>• Makes enhancement recommendations as needed. |
| *Trends/Best Practices* | • Stays on top of new trends in usability.<br>• Researches best practices in Web and desktop application design.<br>• Updates database of research. | • Stays on top of new trends in usability.<br>• Researches best practices in Web and desktop application design.<br>• **Distills research findings into design recommendations and plans.**<br>• Updates database of research. | • Stays on top of new trends in usability.<br>• Researches best practices in Web and desktop application design.<br>• Distills research findings into design recommendations and plans.<br>• **Maintains** database of research. |
| *Policies, Process & Standards* | • Tracks UX metrics.<br>• Adheres to standards and processes. | • **Participates in the development and implementation of UX research policies, process and standards.**<br>• Adheres to standards and | • **Collaborates in the identification of overall UX standards with other UX leaders.**<br>• **Leads** the development and implementation of UX research |

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| | | processes.<br>• **Helps maintain the UX research library and toolkit.**<br>• Assists in designing UX metrics to measure and track the impact of design changes on user experience. | policies, process and standards.<br>• **Ensures** standards and processes are adhered to.<br>• **Maintains the UX research library and toolkit.**<br>• **Designs** UX metrics to measure and track the impact of design changes on user experience. |
| *Coaching/ Mentoring* | | • Provides coaching to less experience team members, as required. | • **Helps team members at every level in the company with any UI/UX related projects.**<br>• **Mentors and advises individuals across departments in conducting independent user research.** |
| | | | |
| **Typical Education/ Experience** | • Bachelor's Degree in Human-Computer Interaction, Psychology, Computer Science, Cognitive Science, Statistics, or a related field. Or equivalent work experience.<br>• Typically has 1-3 years' experience practicing user-centered design, UX development or testing.<br>• Good interpersonal communication skills.<br>• Good organizational and analytical skills. | • Bachelor's Degree in Computer Science, Information Systems, Graphic Design, or related field. Or equivalent work experience.<br>• Typically has **3-5** years' experience **in conducting user experience research using a variety of research methods.**<br>• **Proficiency with one or more usability testing tools or services.**<br>• **Proficiency with one or more wireframing/prototyping tools.** | • Bachelor's Degree in Human Factors, Cognitive Psychology, or related field. Or equivalent work experience.<br>• Typically has **5 or more** years' experience in conducting user experience research using a **wide** variety of research methods **with at least 1-year of experience in large-scale online industry applications or services.**<br>• **Demonstrated success at developing creative and comprehensive research strategies to reveal unforeseen opportunities and issues that have a significant impact on product strategy and design.** |

IST
Information Systems & Technology

# Explanation of Competency 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.

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

IST
Information Systems & Technology

# Summary Competency Proficiency Matrix

The chart provides a summary of proficiency ratings.

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|:---:|:---:|:---:|
| **Competencies** | | | |
| **Analytical Thinking:** Able to breakdown raw information and undefined problems into specific, workable components that in-turn clearly identifies the issues at hand.  Makes logical conclusions, anticipates obstacles and considers different approaches that are relevant to the decision making process. | B | I | A |
| **Communications for Results:** 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 | A | E |
| **Customer Service Orientation:** Identifies the ongoing needs of internal and/or external clients. Ensures these needs are met or exceeded. | I | A | E |
| **Influencing Others:** Communicates ideas or positions in a persuasive manner. Devises counter-arguments and offers compromises while maintaining company objectives. Remains assertive in face of conflict and reaches agreements that promotes mutual interests, and maximize commitment. Takes actions that directly or indirectly have an effect on others to create buy-in, gain trust, and motivate actions in others or win concessions without damaging relationships. | B | I | A |
| **Information Seeking:** 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 |
| **Openness to Learning:** Takes personal responsibility for personal growth. Acquires strategies for gaining new knowledge, behaviors and skills. Builds on and applies existing knowledge. Engages in learning from others both within and outside the organization. Tries new approaches and broadens scope of work to learn from work assignments. | B | I | A |
| **Problem Solving:** Anticipates, identifies and defines problems. Seeks root causes. Develops and implements practical and timely solutions. | B | I | A |
| **Teamwork:** 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. | I | A | E |

IST
Information Systems & Technology

# Competency Proficiency Matrix

The following charts illustrate proficiency levels for each competency.

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|:---:|:---:|:---:|
| | | | |
| **Analytical Thinking**: Able to breakdown raw information and undefined problems into specific, workable components that in-turn clearly identifies the issues at hand.  Makes logical conclusions, anticipates obstacles and considers different approaches that are relevant to the decision making process. | | | |
| **Being Developed (BD):** Gathers and links data. Reviews for non-conformity and gathers further information in response to routine problems. Identifies direct cause and effect relationships. Breaks down tasks and problems into manageable components.  Solicits guidance as needed to assess importance and urgency.  Escalates issues of a non-routine nature as needed. | | | |
| **Basic (B):** Collates and reports information. Solicits guidance to define criteria and assign values of importance and urgency. Sorts information in order of importance. Investigates to define problems more accurately. Identifies trends and exceptions. Identifies relationships and linkages between components. Identifies variable potential causes and effects. Escalates issues of an exceptional nature. | ✔ | | |
| **Intermediate (I):** Coordinates the information gathering and reporting process. Reviews trends and compares to expectations. Conducts research to define problems and prepares responses to anticipated questions. Prioritizes multiple issues and opportunities. Identifies relationships and linkages within several information sources.  Anticipates issues that are not readily apparent on the surface. Identifies root causes and effects. Defines priorities within performance objectives.  Reports and identifies areas that need guidance in order to resolve complex issues.  Anticipates the possible outcome of potential solutions. | | ✔ | |
| **Advanced (A):** Determines criteria for assessing issues and opportunities. Establishes clear goals and priorities needed to assess performance. Identifies relationships and linkages between different information sources. Anticipates issues that are not readily apparent on the surface.  Identifies root causes and effects. Establishes clear goals and priorities. Anticipates potential problems and develops solutions needed to resolve them. Systemically analyzes relationships between apparently independent problems and issues. Reviews and cross-reviews reports. Identifies trends as well as isolated events. Translates analytical reports into management presentations, and provides guidance to resolve issues. Anticipates the possible outcome of potential solutions. Identifies areas of significant concern or opportunity. Probes and initiates research to identify critical problems. | | | ✔ |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| **Expert (E):** Establishes strategic goals and enterprisewide priorities. Uses techniques of advanced business and organizational analysis to identify and assess problem definitions and potential solutions, and compares and contrasts them against predetermined criteria. Creates framework for reviewing large volumes of unorganized data. Probes for and points to subtle and unclear relationships in highly complex matters and evaluates the merit of problem definitions and potential solutions. Anticipates the possible outcome of potential solutions. Systemically identifies and resolves complex enterprisewide issues, while educating senior leaders as to their solution. | | | |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| **Communications for Results:** 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. | | | |
| **Being Developed (BD):** Speaks and writes to peers in ways that support transactional activities. Shares information and asks questions prior to taking action. | | | |
| **Basic (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. | | | |
| **Intermediate (I):** 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. | ✔ | | |
| **Advanced (A):** 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. | | ✔ | |
| **Expert (E):** 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. | | | ✔ |
| **Customer Service Orientation:** Identifies the ongoing needs of internal and/or external clients. Ensures these needs are met or exceeded. | | | |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|:---:|:---:|:---:|
| **Being Developed (BD):** Asks questions in response to clients' requests for assistance on day-to-day needs. Responds promptly and courteously. Updates clients on progress. Solicits support and guidance as needed and refers client requests appropriately. | | | |
| **Basic (B):** Asks questions and conducts investigations in response to clients' requests for assistance on day-to-day needs. Responds promptly and courteously. Updates clients on progress. Instructs clients on products and services and how to apply them to their business processes. Escalates to appropriate parties as needed. Makes customers and their needs a primary focus of one's actions. | | | |
| **Intermediate (I):** Asks questions and conducts investigations in order to understand clients' specific needs and provides prompt, attentive service. Understands client's expectations and takes initiatives to meet and exceed them. Monitors progress and updates client and management as to status. Educates clients in ways of using products and services. Quickly and effectively solves customer problems. Develops trust and credibility with the customer. | ✓ | | |
| **Advanced (A):** Researches the underlying needs of business partners and recommends options with cost benefits. Leads initiatives and programs to meet and exceed customer's expectations of deliverables. Monitors performance trends and updates business partners and senior management on progress. Educates clients in performance improvement opportunities offered by existing and new technologies. Responds to escalated service issues and involves other subject matter experts as needed. Develops and maintains strong relationships with customers. Ensures customer satisfaction. | | ✓ | |
| **Expert (E):** Compares internal practices and performance trends with industry best practices. Assesses the long-term needs of the enterprise, Approves and seeks consensus for options with cost benefits. Lobbies for and sponsors enterprise programs to meet and exceed agreed standards. Reviews performance trends and provides feedback to business leaders on progress and corrective strategies. Educates business leaders in performance improvement opportunities offered by existing and new technologies and services. Reviews escalated service response capability and procure subject matter authorities as needed. Develops and sustains productive customer relationships. | | | ✓ |
| **Influencing Others:** Communicates ideas or positions in a persuasive manner. Devises counter-arguments and offers compromises while maintaining company objectives. Remains assertive in face of conflict and reaches agreements that promotes mutual interests, and maximize commitment. Takes actions that directly or indirectly have an effect on others to create buy-in, gain trust, and motivate actions in others or win concessions without damaging relationships. | | | |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| **Being Developed (BD):** Understands and identifies behavior and approaches that would persuade others to take action. With a high degree of accuracy, identifies individuals, groups or organizations that need to be persuaded to support a desired course of action. | | | |
| **Basic (B):** Makes inquiries to better understand the needs of other parties and expectations of the enterprise. Uses graphics, overheads, or slides that display information clearly with high impact. Uses direct persuasion in a discussion or presentation. Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded. | ✔ | | |
| **Intermediate (I):** Investigates areas of disagreement. Presents facts, analysis, and conclusions or solutions in a way that demonstrates command of content, factors in perspectives and interests of the audience, and shows what's in it for them or what meets the common good. Appeals to reason, uses data or concrete examples, visual aids, demonstrations, etc. Uses stories, analogies, or examples that effectively illustrate a point. Uses multiple actions to influence. Involves others in a process or decision to ensure their support. Seeks out and builds relationships with others who can provide information, potential business, and other forms of help. | | ✔ | |
| **Advanced (A):** Conducts research and benchmarking in preparation for negotiations of significant impact and involving multiple parties. Defines and gains approval for appropriate terms of agreement. Plans the process and techniques that will maximize participation in reaching a commonly acceptable solution. Solicits in advance the involvement of others who will be affected by a decision, initiative or program to build their sense of ownership. Uses subtle or indirect approaches, including involving others not directly involved, to achieve acceptance. Identifies potential for compromise. Presents information or data that has a strong effect on others as evidenced by their reactions to it. Uses language and examples that speak to the issues, experience and organizational level of the audience. Calculates the impact of own actions or words. Takes calculated approaches and actions to negotiate skillfully, and achieves planned outcomes in difficult or risky situations. | | | ✔ |
| **Expert (E):** Thinks through and executes a variety of useful planned actions or initiatives (both direct and indirect influence) as part of a sequenced, multi-step, complex campaign for gaining support and ownership from others. Identifies and targets efforts to influence the real decision makers and those who can influence them. Solicits the perspectives and assembles coalitions of key influencers. Builds support of business leaders for proposed solutions. Uses experts or other third parties to influence. Recruits or assembles opinion leaders to assist in changing the minds of others. Possesses the ability to persuade and motivate others to achieve the desired outcome. Leads, sponsors, and arbitrates negotiations of enterprisewide impact. Reviews recommended strategies and their potential advantages for reaching agreement, as well as their disadvantages and long-term consequences. | | | |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| **Information Seeking:** 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. | | | |
| **Being Developed (BD):** 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. | | | |
| **Basic (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. | | | |
| **Intermediate (I):** 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. | ✓ | | |
| **Advanced (A):** 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. | | ✓ | |
| **Expert (E):** 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. | | | ✓ |
| **Openness to Learning:** Takes personal responsibility for personal growth. Acquires strategies for gaining new knowledge, behaviors and skills. Builds on and applies existing knowledge. Engages in learning from others both within and outside the organization. Tries new approaches and broadens scope of work to learn from work assignments. | | | |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| **Being Developed (BD):** Seeks out learning opportunities on the job through orientation and by asking for personal instruction, guidance from a supervisor, and by observing others. Devises strategies to learn new tasks quickly using job aids, tools, and documentation such as written procedures and process descriptions to get background and instructional information. | | | |
| **Basic (B):** Identifies knowledge gaps. Asks questions of subject matter experts and seeks help when needed. Uses information resources and learning tools. Keeps abreast of information, developments and best practices within a field of expertise (e.g., by reading, interacting with others, or by attending learning events). | ✔ | | |
| **Intermediate (I):** Analyzes errors, successes and failures, and sets strategies to rectify and increase knowledge. Solicits non-defensively performance feedback after each assignment. Identifies personal strengths and weaknesses, and defines areas for self-development. Converses with others about the effectiveness of and improvements needed to implement an idea or technique. | | ✔ | |
| **Advanced (A):** Explores how to use previous knowledge, ideas or techniques that have worked in the past and can be applied to other settings. Solicits non-defensively performance and personal feedback. Identifies personal strengths and weaknesses, and defines areas for self-improvement. Solicits feedback on the effectiveness of and improvements needed to implement improvement strategies. Analyzes errors, successes and failures and sets strategies to rectify and increase knowledge. Creates a personal learning plan. Identifies learning strategies that adapt to own learning style. Seeks multiple sources of information and perspectives. Maintains a professional and personal network of contacts, within and beyond organizational boundaries. | | | ✔ |
| **Expert (E):** Questions traditional approaches to find new ways of doing things. Takes aggressive and calculated risks in experimentation. Solicits non-defensively organizational, political and personal feedback from senior leaders and customers. Solicits feedback on improvements needed to make enterprisewide strategies effective. Sets direction for the personal growth of self and the organization. Creates and shares with others a personal learning plan, using learning strategies that support own learning and work style. Seeks multiple perspectives. Uses as a sounding board a professional and personal network of experts and strategic advisors, within and beyond organizational boundaries. | | | |
| **Problem Solving:** Anticipates, identifies and defines problems. Seeks root causes. Develops and implements practical and timely solutions. | | | |

IST
Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|---|---|---|
| **Being Developed (BD):** 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. | | | |
| **Basic (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. | ✔ | | |
| **Intermediate (I):** 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. | | ✔ | |
| **Advanced (A):** 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. | | | ✔ |
| **Expert (E):** 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. | | | |

IST

Information Systems & Technology

| Title | UX Specialist I | UX Specialist II | UX Specialist III |
|---|:---:|:---:|:---:|
| **Teamwork:** 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. | | | |
| **Being Developed (BD):** 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. | | | |
| **Basic (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. | | | |
| **Intermediate (I):** 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. | ✔ | | |
| **Advanced (A):** 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. | | ✔ | |
| **Expert (E):** 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. | | | ✔ |

IST
Information Systems & Technology

**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

IST

Information Systems & Technology