













Table of Contents

Table o	f Co	ntents	3
Summa	ry G	uide to the European Role Profiles for Sustainable ICT Functions	4
Sustain	able	ICT software engineer	7
1.1.	Ro	le description	7
1.2.	Ro	le Profile	8
1.2	2.1.	Profile Summary	8
1.2	2.2.	Detailed Profile	9
Sustain	able	ICT infrastructure and operations expert	17
2.1.	Ro	le description	17
2.2.	Ro	le profile	18
2.2	2.1.	Profile Summary	18
2.2	2.2.	Detailed Profile	19
Sustain	able	ICT auditor	27
3.1.	Ro	le description	27
3.2.	Ro	le profile	28
3.1	1.1.	Profile Summary	28
3.1	1.2.	Detailed Profile	29
Sustain	able	ICT consultant	31
4.1.	Ro	le description	31
4.2.	Ro	le profile	32
4.2	2.1.	Profile Summary	32
4.2	2.2.	Detailed Profile	33
Sustain	able	ICT ambassador	39
5.1.	Ro	le description	39
5.2.	Ro	le profile	40
5.2	2.1.	Profile Summary	40
5.2	2.2.	Detailed Profile	41





Summary Guide to the European Role Profiles for Sustainable ICT Functions

The present document displays the knowledge, skills and competences required in five currently very common Role Profiles for Sustainable ICT Functions. These profiles have been elaborated with special emphasis on the needs of SMEs at European level. They have been prepared by experts in the identification of ICT Role Profiles after carefully analysing the job market needs from the employers' perspective.

The present document contains Role Profiles for the following Sustainable ICT Functions:

- Sustainable ICT software engineer
- Sustainable ICT infrastructure and operations expert
- Sustainable ICT auditor
- Sustainable ICT consultant
- Sustainable ICT ambassador

The purpose of the Role Profiles for sectorial Functions is to present current demand-driven competences in a format which is easy to understand and to apply.

The methodology used by the e-Jobs Observatory¹ (<u>www.e-jobs-observatory.eu</u>) aims at providing Role Profiles for sectorial Functions that are generated and presented, according to the e-Competence Framework, a European reference framework, developed by the <u>European Standardisation organisations'</u> <u>Working Group on ICT Skills</u> (<u>CEN Working Group on ICT Skills</u>)².

Each Role Profile is divided into two sections:

1. Role description

This consists of a table as follows (all entries in italics are explanations for the items listed in the left-hand column):

Role title	Name of this Role.
Also known as	Alternative titles that may be found and used by the market for this Role.
Relevant professions	Professions for which this Role is relevant.

¹ The present set of profiles was developed in the <u>Green IT Node</u> project (GRIN-CH), co-funded by the European Commission, which builds on methodologies developed in previous projects contributing to the <u>e-Jobs Observatory</u>, a cross-stakeholder network, pursuing the objective of improving the market-nearness of trainings for e-jobs.

European Role Profiles for Sustainable ICT Functions

4

² The <u>CEN Working Group on ICT Skills</u> aims to address e-Skills shortages, gaps and mismatches as well as a persistent digital divide that affects productivity growth, competitiveness, innovation, employment and social cohesion in Europe and supports the employment strategy for ICT, particularly the increase in highly qualified ICT labour and promotion of digital skills across workforce.





Summary statement	Indicates the main purpose of this Role.
Mission	Describes the rationale of the Role.
Deliverables:	Outlines the activities and their related outputs for which this
Accountable/Responsible/Contributor	Role is accountable/responsible/contributor.
Main task/s	Lists the main tasks to be performed by this Role.
Environment	Brief description of the Role's working environment.
KPI's	Indicators that allow measurement of the deliverables of the
	Role.

2. Role profile

This section consists of two sub-sections (Profile Summary, Detailed Profile), each comprising a different table. The format of the table of the first sub-section (**Profile Summary**) is as follows:

Profile title			l			-	Feci	hnica	ı				l				В	ebar	riou	ral					Managerial							
Area	No. Competence	mportanc	Tol	тог	тоз	то4	TO!	тоб	тот	тов	тоз	T10	Bo	B02	B03	B01	В0	вод	B 0	BO	B0	B10	Bil	B12	Μď	MO	MO.	MO	MO!	M	M	ğ B
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	A.2 Service Level Management		ļ	ļ		ļ	ļ	ļ	ļ	ļ	{	ļ	ļ	ļ		ļ	ļ	ļ	ļ	ļ	į			ļ	ļ	ļ	į	ļ	į	ļ	ļ	÷-
	A.3 Business Plan Development		ł		}		ļ	ļ	ļ	ļ	ļ	ļ	ļ		·		ļ		ļ		ļ		}		∤ ···		÷		- <u>-</u>	 -	 	+-
	A.4 Product or Project Planning A.5 Architecture Design		ł	;	}	;	}	ł	·	{	 	{	····	 			}	;	ļ	;	ļ			;	╂⋯	;	ļ	;	÷	ļ	 	÷٠
	A.6 Application Design		l	†		}	·	†	ļ	†	 	†	ļ	}		†	·	†	!	†		·		†	ļ	†	·	†	!	·	t	†
	A.7 Technology Watching		l	†		}	·	†	····	†	{	†	l	;····		†	·	†	·	†	·			†	l	†	•	†	·	†	†	†-
	A.8 Sustainable Development	···	t	1	····	:	:	1	†····	1	†	1		:		:	:	:	:	:	Ť			:	t	:	Ť	:	†	Ť	!	Ť
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			ette, interactive virtua	ability requirement	Has knowledge of e-reputation management	s or services on	lio, graphics, vi	isely, with due	ements add v	Can foresee relevant technical developments	Can assess the impact of relevant standards	Can assess state of the art and best practices	, artistic				d aware			pengael ag		size and re	Can analyse (assess, evaluate, critique, test)		t princip	ting issu	n particul			Can assess the impact of actions / activities	ions in the	
			ette, interactive virtual er	Has knowledge of online usability requirements	on management	Can promote and sell products or services online	lio, graphics, video	isely, with due re-	ements add valu	velopments	t standards	est practices	, artistic				d aware of			ın languages		size and repo	ue, test)		Has knowledge of project management principles	ting issues t	n particular o			ctivities	ions in the ma	
			ette, interactive virtual envir	ability requirements	on management	s or services online	Can create media elements (audio, graphics, video)	isely, with due regan	Can explain how technical improvements add value	velopments	t standards	est practices	, artistic				d aware of cor			ın languages if u		Can seek, measure, organize, synthesize and report	ue, test)		t principles	ting issues and	n particular envi			ctivities	ions in the marke	
			ette, interactive virtual environn	ability requirements	on management	s or services online	lio, graphics, video)	isely, with due regard fo	ements add value	velopments	t standards	est practices	, artistic				d aware of corpo			ın languages if usefi		size and report	lue, test)		t principles	ting issues and pra	n particular environ			ctivities	Can foresee latest trends and evolutions in the market	
			ette, interactive virtual environmenl	ability requirements	on management	s or services online	lio, graphics, video)	isely, with due regard for o	ements add value	velopments	t standards	est practices	, artistic				d aware of corporate			Can communicate (including in foreign languages if useful)		size and report	luc, test)		t principles	ting issues and practi	n particular environme			ctivities	ions in the market	
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			ette, interactive virtual environments and social	ability requirements	on management	or services online	lio, graphics, video)	isely, with due regard for orthography a	ements add value	velopments	t standards	est practices	, artistic				d aware of corporate culture			in languages if useful)		size and report	ue, test)		t principles	ting issues and practices	n particular environmental and/or h			ctivities	ions in the market	
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			ette, interactive virtual environments and social networks	ability requirements	on management	or services online	lio, graphics, video)	isely, with due regard for orthography and gramn	ements add value	velopments	tstandards	est practices	s, artistic				d aware of corporate culture			n languages if useful)		size and report	luc, test)		t principles	ting issues and practices	n particular environmental and/or healthcare r			ctivities	ions in the market	
			ette, interactive virtual environments and social networks usa	ability requirements	on management	or services online	lio, graphics, video)	Can draft texts, clearly and concisely, with due regard for orthography and grammar	ements add value	velopments	tstandards	est practices	s, artistic				d aware of corporate culture			n languages if useful)		size and report	ue, test)		t principles	ting issues and practices	n particular environmental and/or healthcare regu			ctivities	ions in the market	
			Has knowledge of netiquette, interactive virtual environments and social networks usage rul	ability requirements	on management	or services online	lio, graphics, video)	isely, with due regard for orthography and grammar	ements add value	velopments	tstandards	est practices	s, artistic				d aware of corporate culture			n languages if useful)		size and report	jue, test)		t principles	ting issues and practices	Has knowledge of regulatory issues in particular environmental and/or healthcare regulation			ctivities	ions in the market	





Structured in four dimensions, the Profile Summary reflects competence levels derived from the <u>European</u> e-Competence Framework (e-CF)³ and a list of additional skills, including "soft skills":

The e-Competence Framework distinguishes 4 Dimensions:

Dimension 1: reflects five e-Competence areas, derived from ICT business processes PLAN – BUILD – RUN – ENABLE – MANAGE.

Dimension 2: defines a set of e-Competences for each area (36 competences in total).

The relative importance (***= core, **= additional, *= nice to have) of the e-Competences for the specific Role Profile is defined in the next column.

Dimension 3: lists proficiency levels for each e-Competence. The levels provide statements of typical expectations of achievements and abilities associated with qualifications. These derive from the <u>European Qualification Framework</u>⁴. Levels escalate from Level 1 to Level 5, which are related to EQF levels 3 to 8. This aims at offering a more concrete description of each of the e-Competences composing the Role Profile.

Dimension 4: contains additional skills, including "soft skills" which qualify the e-Competences of dimension 2. These additional skills are divided in three categories: technical, behavioural, managerial skills. Each e-Competence is coupled with one or more additional skills. Crosses are used to mark the additional skills that correspond to each e-Competence. This demonstrates that each e-Competence can be fully deployed, only if it is accompanied by additional skills.

The format of the table of the second sub-section (**Detailed Profile**) is as follows:

Dimension 2: e			
Competences:			
Title + generic			
description			
Dimension 3:	Level 1		
e-Competence	Level 2		
proficiency	Level 3		
levels	Level 4		
	Level 5		
Dimension 4:			
Knowledge			
and Skills			

The Detailed Profile consists of several information squares. Each information square is focused on one single e-Competence, as displayed in the specific Role Profile and is structured in three dimensions: the ones displayed on the Profile Summary, plus Dimension 3.

³ The European e-Competence Framework (e-CF) is a reference framework of 36 ICT practitioner and management competences, classified according to their corresponding ICT business areas, that can be used and understood by ICT user and supply companies, the public sector, educational and social partners across Europe.

⁴ The <u>European Qualification Framework</u> is a common European reference system which links different countries' national qualification systems and frameworks together.





Sustainable ICT software engineer

1.1. Role description

Role title	Sustainable ICT software engine	eer	
Also known as			
Relevant professions			
Summary statement		gineer designs and builds energy of	
Mission		tain software that require less evelopment from users' require	
Deliverables	Accountable	Responsible	Contributor
	 Energy-efficient software Technical KPIs and measurement 	 Contribute to the optimization of the environmental footprint of software development projects Build software that helps users to reduce their negative environmental impact. This may comprise optimization of code, end-user functionalities or usability Promote standardization, factoring, re-use (component-based-development) and actively contribute to make-or-buy decisions. 	Hardware architecture optimization recommendations Sustainable ICT Development Roadmap IT development architecture document
Main task/s	 Checking users' requirer Using energy efficient composition Testing software on load Maximizing reuse of existing Developing code for composition Promoting open source 	oding techniques I and on requirements from the Su ting software blocks nmonly used infrastructure platfor conmental enabler in existing proc	ustainable ICT point of view
Environment		evelopment team and has regula	r contacts with Sustainable
KPI's	Quantity of Open SourceQuantity of processes erQuantity of CO2 saved b		nable ICT





1.2. Role Profile

1.2.1.Profile Summary

Sustainable ICT Software Engineer			l			1	ech	nica									В	ebat	iour	al					Managerial						
Area	No. Competence	mportanc	Tol	тог	T03	TO₹	T05	TO6	TO7	TO8	тоз	T10	Boi	B02	B03	Bo≹	B05	B06	B07	вой	B03	B1₫	Bi	B12	M	MOZ	MO	MO	моз	мď	м <u>б</u> г
Plan	A.1 IS and Business Strategy Alignment	•	ļ	ļ					х	L	ļ	Х					х											Х	Х		
	A.2 Service Level Management		ļ	ļ		ļ			X	ļ	∤			ļ	Х.	X		·				mi.		ļ			Х.			X	
	A.3 Business Plan Development	·	ł		·				<u>.x</u> .		ļ	X	X.				∤					.х.				.х.				X	 -
	A.4 Product or Project Planning A.5 Architecture Design	·	ł	;	·				Х.		 -	{			· •		· ;		;	}			;		·		· .			×	
	A.6 Application Design	···	l····	†							ļ	х		;·	x	Y	}		;	····i	Y	••••	X	Y						x	
	A.7 Technology Watching	•••	l	†					x		····			·		~	}		}		~		Ŷ.	Ŷ						~	
	A.8 Sustainable Development	•••	<u>† </u>	:					X		†	X	X	X	X		:						х							х	
Build	B.1 Design and Development		I	i							ļ	Х	X		X							х						х		i	
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	B.3 Testing	•••	ļ	ļ	ļ		ļ				ļ	ļ		X	X	X		;		;		;						;	ļļ		 -
	B.4 Solution Deployment	·	ļ	į	ļ		ļ			ļ	ļ	ł			X	X	·	}		}	·	}							ļļ	∔	
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	C.4 Problem Management	••	t	····	:						····	X			X	X	•••••					}								†	<u>†</u>
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	D.2 ICT Quality Strategy Development	1	Į	Ι							L																			I	Ţ
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	D.10 Information and Knowledge Management	•	l	†							····	·				X		X		X		•••••		Ŷ				····i	х	†	
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	E.3 Risk Management		ļ	ļ							ļ	ļ				;		;		;		;						;			
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	E.5 Process Improvement	•	ļ	ļ	}		ļ			·	ļ	X.				}				}		}					X		ļļ	×	
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	E.7 Business Change Management E.8 Information Security Management	4	·	}	·						ļ	 				;	}	;	}	;	}	;			٠٨.				Х.	∳	
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			Has knowledge of netiquette, interactive virtual environm	Has knowledge of online usability requirements	Has knowledge of e-reputation management	Can promote and sell products or services online	Can create media elements (audio, graphics, video)	Can draft texts, clearly and concisely, with due regard for orthography and grammar	Can explain how technical improvements add value	Can foresee relevant technical developments	Can assess the impact of relevant standards	Can assess state of the art and best practices	ls innovative, creative, imaginative, artistic		Is precise and aware of details		is committed to corporate strategy and aware of corpor	Has good interpersonal skills	Has presentation / moderation skills	Can communicate (including in foreign languages if useful)		Can seek, measure, organize, synthesize and report	Can analyse (assess, evaluate, critique, test)	Can explain (defend, argue, justify)	Has knowledge of project management principles	Has knowledge of budgeting ℓ estimating issues and pra	Has knowledge of regulatory issues in particular environ	ģ		Can assess the impact of actions / activities	Can foresee latest trends and evolutions in the market
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1.2.2. Detailed Profile

A. PLAN

A. 1 IS and Business Strategy Alignment

Dimension 2: e- Competences: Title + generic description	able to implem communicated top manageme innovative long	e ICT Software engineer is aware of long term business requirements and is ent Sustainable ICT requirements regarding the Information System model as by the upper management. S/He acts as an important interface between the ent and the team. S/He is able to develop and implement strategic and term business solutions.
Dimension 3: e-	Level 1	
Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Acts as an interface between top management and team, is a driving force in view of developing and implementing strategic and innovative long term business solutions. Can participate in long term strategy development.
	Level 5	
Dimension 4:		T07: Can explain how technical improvements add value
Knowledge and		T10: Can assess state of the art and best practices
Skills		B05: Is committed to corporate strategy and aware of corporate culture
		M04: Has marketing knowledge
		M05: Can lead a team

A.2 Service Level Management

A.Z SCI VICE ECVELIA		
Dimension 2: e-		t to definition of final service level agreements (SLA). Negotiates with the
Competences: Title	team performa	nce levels taking in account as well needs and capacity of customers and
+ generic	business in orde	er to minimise environmental impact.
description		
Dimension 3: e-	Level 1	
Competence	1 1 2	
proficiency levels	Level 2	
	Level 3	
	Level 4	Provides leadership to amend the enterprise strategy with respect to SLA
		and to reach environmental objectives as well as efficiency objectives.
		Measures and reports on key Sustainable ICT metrics.
	Level 5	
Dimension 4:		T07: Can explain how technical improvements add value
Knowledge and		B03: Is precise and aware of details
Skills		B04: Is customer oriented
		M03: Has knowledge of legal, environmental, labour, standard issues
		M06: Can assess the impact of actions/activities
		moo. Can assess the impact of actions, activities

A.3. Business Plan Development

Dimension 2: e-	Addresses the o	design and structure of a business or product plan including the identification								
Competences: Title	of alternative	alternative Sustainable ICT approaches as well as return on investment propositions.								
+ generic	Considers the	nsiders the possible and applicable sourcing models. Presents cost benefit analysis and								
description		asoned arguments in support of the selected strategy. Ensures compliance with business and technology strategies. Communicates and sells business plan to relevant stakeholders								
	•									
	and addresses p	political, financial, and organisational interests, including SWOT analysis.								
Dimension 3: e-	Level 1									
Competence	Level 2									
proficiency levels	Level 2									
	Level 3									
	Lovol 4	Provides leadership for the creation of an information system strategy that								
	Level 4	Level 4 Provides leadership for the creation of an information system strategy that meets the requirements of the business and optimised energy consumption.								





	Level 5	
Dimension 4:		T07: Can explain how technical improvements add value
Knowledge and		T10: Can assess state of the art and best practices
Skills		B01: Is creative and imaginative
		B10: Can seek, organize and synthesize
		M02: Has knowledge of budget / estimating issues and practices
		M06: Can assess the impact of actions/activities

A.4. Product or Project Planning

A.4. Product or Pro	, 	
Dimension 2: e-	Analyses and	defines current and target status. Estimates cost effectiveness, energy
Competences: Title	efficiency, poir	nts of risk, opportunities, strengths and weaknesses, with a critical approach.
+ generic	Creates structu	red plans; establishes time scales and milestones. Manages change requests
description	impacting the S	Sustainable ICT quality. Defines delivery quantity and provides an overview of
	additional docu	mentation requirements. Specifies correct handling of products.
Dimension 3: e-	Level 1	
Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Acts with wide ranging responsibility for software engineering part of the project or product plan. Measures and reports on key Sustainable ICT metrics.
	Level 5	
Dimension 4:		T07: Can explain how technical improvements add value
Knowledge and		B03: Is precise and aware of details
Skills		B04: Is customer oriented
		B09: Can work in a team
		M01: Has knowledge of project management principles
		M03: Has knowledge of regulatory issues in particular environmental and/or
		healthcare regulations
		M06: Can assess the impact of actions/activities

A.6. Application design

Dimension 2: e-	Defines the mo	ost suitable ICT solutions in accordance with ICT policy in accordance with		
Competences: Title	user/customer	user/customer needs. Accurately estimates energy efficiency, development, installation and		
+ generic	maintenance of application costs. Selects appropriate technical options for solution design,			
description		balance between cost and quality. Identifies a common reference framework		
		models with representative users.		
Dimension 3: e- Competence	Level 1			
proficiency levels	Level 2			
	Level 3	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment and complies with		
		user/customer needs.		
	Level 4			
	Level 5			
Dimension 4:		T10: Can assess state of the art and best practices		
Knowledge and		B03: Is precise and aware of details		
Skills		B04: Is customer oriented		
		B09: Can work in a team		
		B11: Can analyse		
		B12: Can explain - imparts/explain technical knowledge to others, has sense		
		of teaching		
		M04:Has marketing knowledge		
		M06: Can assess the impact of actions/activities		

A.7. Technology Watching





Dimension 2: e-		Explores latest ICT technological developments to establish understanding of evolving		
Competences: Title		technologies. Devises innovative solutions for integration of new technology into existing		
+ generic	products, appli	cations or services or for the creation of new solutions.		
description				
Dimension 3: e- Competence	Level 1			
proficiency levels	Level 2			
	Level 3			
	Level 4	Exploits wide ranging specialist knowledge of new and emerging technologies, coupled with a deep understanding of the business to envision and articulate the solutions of the future. Provides expert guidance and advice to the leadership teams in business and in technology, about potential innovations to support strategic decision-making.		
	Level 5			
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		T10: Can assess state of the art and best practices		
Skills		B11: Can analyse		
		B12: Can explain - imparts/explain technical knowledge to others, has sense of teaching		

A.8. Sustainable Development

Dimension 2: e-	Estimates the	impact of ICT solutions in terms of eco responsibilities including energy		
Competences: Title		consumption. Advises business and ICT stakeholders on sustainable alternatives that are		
+ generic		consistent with the business strategy. Applies an ICT purchasing and sales policy which fulfils		
description	eco-responsibil	ities.		
Dimension 3: e-	Level 1			
Competence	Level 2			
proficiency levels	LCVC(Z			
	Level 3			
	Level 4	Defines objectives and contributes to the strategy of sustainable IS		
		development in accordance with the organisation's sustainability policy.		
	Level 5			
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		T10: Can assess state of the art and best practices		
Skills		B01: Is creative and imaginative		
		B02: Is ethical		
		B03: Is precise and aware of details		
		B11: Can analyse		
		M06: Can assess the impact of actions/activities		

B. BUILD

B.1. Design and Development

Dimension 2: e-	Designs and e	engineers software and / or hardware components to meet required
Competences: Title	specifications,	including energy efficiency issues. Follows a systematic methodology to
+ generic	analyse and but	ild the required components and interfaces. Performs unit and system testing
description	to ensure req	uirements are met, including Sustainable ICT -related requirements or
	constraints.	
Dimension 3: e-	Level 1	
Competence	Level 2	
proficiency levels	Level Z	
	Level 3	
	Level 4	Handles complexity by developing standard procedures and designs in
		support of cohesive product development taking into account Sustainable
		ICT requirements.
	Level 5	
	1	





Dimension 4:	T10: Can assess state of the art and best practices
Knowledge and	B01: Is creative and imaginative
Skills	B03: Is precise and aware of details
	B10: Can seek, organise and synthesize
	M04: Has marketing knowledge

B.2. Systems Integration

Dimension 2: e-	Installs addition	nal hardware, software or sub system components into an existing or proposed
Competences: Title		olies with established processes and procedures (e.g. configuration
+ generic		taking into account the specification, capacity and compatibility of existing
description		es to ensure integrity and interoperability. Verifies system performance and
	ensures formal	sign off and documentation of successful integration.
Dimension 3: e-	Level 1	
Competence	Level 2	
proficiency levels	Level Z	
	Level 3	
	Level 4	Final site with a manager and significate throughout the second of the section
	Level 4	Exploits wide ranging specialist knowledge to create a process for the entire integration cycle, including the establishment of internal standards of
		practice. Provides leadership to marshal and assign resources for software
		integration activities.
	Level 5	integration activities.
	Level J	
Dimension 4:		B03: Is precise and aware of details
Knowledge and		B07: Has presentation / moderation skills
Skills		B11: Can analyse

B.3. Testing

D.3. Testing			
Dimension 2: e- Competences: Title + generic description	Constructs and executes systematic test procedures for IT systems or customer usability requirements to establish compliance with design specifications. Ensures that new or revised components or systems perform to expectation. Ensures meeting of internal, external, national and international standards; including health and safety, usability, performance, reliability or compatibility. Produces documents and reports to evidence certification requirements.		
Dimension 3: e-	Level 1		
Competence proficiency levels	Level 2		
	Level 3		
	Level 4	Exploits specialist knowledge to supervise complex testing programmes. Ensures tests and results are documented to provide input to subsequent process owners such as designers, users or maintainers. Accountable for compliance with testing procedures including a documented audit trail.	
	Level 5		
Dimension 4: Knowledge and Skills		B02: Is ethical B03: Is precise and aware of details B04: Is customer oriented	

B.4. Solution deployment

Dimension 2: e-	Following predefined general standards of practice carries out planned necessary			
Competences: Title	interventions to implement solution, including installing, upgrading or decommissioning.			
+ generic	Configures hardware, software or network to ensure interoperability of system components			
description	and debugs any resultant faults or incompatibilities. Engages additional specialist resources if			
	required, such as third party network providers. Formally hands over fully operational			
	solution to user and completes documentation recording all relevant information, including			
	equipment addressees, configuration and performance data.			
Dimension 3: e-	Level 1			
Competence				
proficiency levels	Level 2			





	Level 3	Accounts for own and others actions within solution provision activities including comprehensive communications with client. Exploits specialist knowledge to influence solution construction. Gives advice on aligning work processes and procedures with software upgrades
	Level 4	
	Level 5	
Dimension 4:		B03: Is precise and aware of details
Knowledge and		B04: Is customer oriented
Skills		

B.5. Documentation Production

b.5. Documentation Froduction				
Dimension 2: e-	Produces docur	Produces documents describing products, services, components or applications to establish		
Competences: Title	compliance with relevant documentation requirements. Selects appropriate style and media			
+ generic	for presentatio	for presentation materials. Creates templates for document-management systems. Ensures		
description	that functions	that functions and features are documented in an appropriate way. Ensures that existing		
·	documents are	valid and up to date.		
Dimension 3: e-	Level 1			
Competence	Lovel 2			
proficiency levels	Level 2			
	Level 3	Adapts the level of detail and accuracy according to the objective of the		
		documentation and the targeted population.		
	Level 4			
	1 1 =			
	Level 5			
Dimension 4:		B03: Is precise and aware of details		
Knowledge and		B04: Is customer oriented		
Skills				
	1			

C. RUN

C.2. Change Support

C.Z. Change Suppo		
Dimension 2: e- Competences: Title		d provides guidance for the evolution of an IT solution. Efficiently controls and ware or hardware modifications to prevent multiple upgrades creating
•		
+ generic		outcomes. Minimises service disruption as a consequence of changes and
description	adheres to defi	ned service level agreement (SLA).
Dimension 3: e-	Level 1	
Competence proficiency levels	Level 2	
	Level 3	Ensures the integrity of the system by controlling the application of functional updates, software or hardware additions and maintenance activities. Complies with budget requirements.
	Level 4	
	Level 5	
Dimension 4:		T10: Can assess state of the art and best practices
Knowledge and		B06: Has good interpersonal skills
Skills		B08: Can communicate effectively
		B09: Can work in team
		B11: Can analyse
		B12: Can explain
		M04: Has marketing knowledge

C.4 Problem Management

Dimension 2: e-	Identifies and resolves the root cause of incidents. Takes a proactive approach to the root
Competences: Title	cause of ICT problems. Deploys a knowledge system based on recurrence of common errors.
+ generic	
description	





Dimension 3: e- Competence proficiency levels	Level 1 Level 2	
	Level 3	
	Level 4	Provides leadership and is responsible for the problem management process relative to his scope of work. Schedules and ensures well trained human resources, tools, and diagnostic equipment are available to detect and resolve the root-cause of one or multiple incidents. Has depth of expertise to anticipate critical component failure and makes provision for recovery with minimum downtime. Constructs escalation processes to ensure that appropriate resources can be applied to each incident.
	Level 5	
Dimension 4: Knowledge and Skills		T10: Can assess state of the art and best practices B03: Is precise and aware of details B04: Is customer oriented M08: Can resolve conflicts

D. ENABLE

D. 3. Education and Training Provision

D. S. Education and	Halling Frovision										
Dimension 2: e-	Defines and implements sustainable policy to address organisational skill needs and gaps.										
Competences: Title	Structures, organises and schedules training programmes and evaluates training quality										
+ generic	through a feedback process and implements continuous improvement. Adapts training plans										
description	to address char	to address changing demand.									
Dimension 3: e-	Level 1										
Competence	Laval 2										
proficiency levels	Level 2										
	Level 3										
	1 1 4										
	Level 4	Acts creatively to analyse skills gaps; elaborates specific requirements and identifies potential sources for training provision. Has specialist knowledge of the training market regarding his scope of activities, and establishes a feedback mechanism to assess the added value of alternative training programmes									
	Level 5										
Dimension 4:		B04: Is customer oriented									
Knowledge and		B12: Can explain - imparts/explain technical knowledge to others, has sense									
Skills		of teaching									

D. 9. Personnel Development

D. 9. Fel sollilet De	retopinene										
Dimension 2: e-	Diagnoses individual and group competence, identifying skill needs and skill gaps. Reviews										
Competences: Title	training and development options and selects appropriate methodology taking into account										
+ generic	the needs of the individual and the business. Coaches and/ or mentors individuals and teams										
description	to address lear	to address learning needs.									
Dimension 3: e-	Level 1										
Competence	Level 2										
proficiency levels	Level 2										
	Level 3										
	Level 4	Takes muse stick a stick and develops approximational muse seems to address the									
	Level 4	Takes proactive action and develops organisational processes to address the									
		development needs of individuals, teams and the entire workforce.									
	Level 5										
Dimension 4:		B04: Is customer oriented									
Knowledge and		B12: Can explain - imparts/explain technical knowledge to others, has sense									
Skills		of teaching									

D. 10. Information and Knowledge Management





Dimension 2: e- Competences: Title + generic description	Identifies and manages structured and unstructured information and considers information distribution policies. Creates information structure to enable exploitation and optimisation of information for business benefit. Understands appropriate tools to be deployed to create, extract, maintain, renew and propagate business knowledge in order to capitalise from the information asset.							
Dimension 3: e-	Level 1							
Competence proficiency levels	Level 2							
	Level 3							
	Level 4	Integrates the appropriate information structure into the corporate environment, in order to enable exploitation and optimisation of information for business benefit.						
	Level 5							
Dimension 4: Knowledge and Skills		B04: Is customer oriented B06: Has good interpersonal skills B08: Can communicate effectively B12: Can explain - imparts/explain technical knowledge to others, has sense of teaching M05:Can lead a team						

E. MANAGE

E. 1. Forecast Development

E. I. I OI C Cast DC V											
Dimension 2: e-	Interprets market needs and evaluates market acceptance of products or services. Assesses										
Competences: Title	the organisations potential to meet future production and quality requirements. Applies										
+ generic	relevant metrics to enable accurate decision making in support of production, marketing,										
description	sales and distril	sales and distribution functions.									
Dimension 3: e-	Level 1										
Competence	Level 2										
proficiency levels											
	Level 3										
	Level 4	Acts with wide ranging accountability for the production of a long-term forecast. Understands the global marketplace, identifying and evaluating relevant inputs from the broader business, political and social context.									
	Level 5										
Dimension 4:		B04: Is customer oriented									
Knowledge and	B12: Can explain - imparts/explain technical knowledge to others, has se										
Skills		of teaching									
		M01: Has knowledge of project management principles									
	M04: Has marketing knowledge										

E. 2. Project and Portfolio Management

Dimension 2: e-		for a programme of change. Plans and directs a single or portfolio of ICT
Competences: Title	projects to ensu	ure co-ordination and management of interdependencies. Orchestrates
+ generic	projects to deve	elop or implement new, internal or externally defined processes with
description	Sustainable ICT	approach to meet identified business needs. Defines activities,
	responsibilities, c	ritical milestones, resources, skills needs, interfaces and budget. Develops
	contingency plans	s to address potential implementation issues. Delivers project on time, on
		cordance with original requirements. Creates and maintains documents to
	facilitate monitor	ring of project progress.
Dimension 3: e-	Level 1	
Competence		
proficiency levels	Level 2	
projectericy tevels		
	Level 3	





	Level 4	Exploits wide ranging skills in project management to work beyond project boundary. Manages complex projects or programmes, including interaction with others. Influences project strategy by proposing new or alternative solutions. Takes overall responsibility for project outcomes, including finance and resource management. Is empowered to revise rules and choose standards.
	Level 5	
Dimension 4: Knowledge and Skills		B05: Is committed to corporate strategy and aware of corporate culture B11: Can analyse M01: Has knowledge of project management principles M05: Can lead a team

E.5 Process Improvement

E.5 1 locc33 lilipi ov											
Dimension 2: e-	The Sustainable ICT Engineer measures effectiveness of existing Sustainable ICT processes.										
Competences: Title	Researches and benchmarks Sustainable ICT process design from a variety of sources. Follows										
+ generic	a systematic methodology to evaluate, design and implement process or technology changes										
description	for measurable	for measurable business benefit. Assesses potential adverse consequences of process change.									
Dimension 3: e-	Level 1										
Competence	Laval 2										
proficiency levels	Level 2										
	Level 3	Exploits specialist knowledge to research existing Sustainable ICT processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.									
	Level 4										
	Level 5										
Dimension 4:	T10: Can assess state of the art and best practices										
Knowledge and	M03: Has knowledge of regulatory issues in particular environmental and/or										
Skills		healthcare regulations									
	M06: Can assess the impact of actions/activities										

E. 7. Business Change Management

Dimension 2: e- Competences: Title + generic description	quantifies the structural and	nplications of new Sustainable ICT solutions. Defines the requirements and business benefits. Manages the deployment of change taking into account cultural issues. Maintains business and process continuity throughout change, impact, taking any required remedial action and refining approach.
Dimension 3: e-	Level 1	
Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Provides leadership to plan, manage and implement significant IT led business change.
	Level 5	
Dimension 4: Knowledge and Skills		M01: Has knowledge of project management principles M05: Can lead a team M08: Can resolve conflicts





Sustainable ICT infrastructure and operations expert

2.1. Role description

Role title	Sustainable ICT infrastructure and operations expert									
Also known as										
Relevant professions										
Summary statement	environments.	cture and operations expert op								
Mission	technologies while increasing th	purchase, build and operation e overall efficiency of the IT infra	structure.							
Deliverables	Optimized infrastructure efficiency Technical KPIs and measurement	Minimize the impact of organization's processes on the environment by applying efficient technologies Actively look out for new, innovative technical solutions to limit energy consumption and related costs Align with Finance and Procurement function to assess the financial impact of recommended efficiency improvements and to advice on Sustainable ICT investments in accordance to EU and international	Sustainable ICT Roadmap Software architecture optimization recommendations Infrastructure architecture design document Sustainable ICT capacity planning							
Main task/s	legislation Assisting IT procurement in purchasing sustainable technologies Optimizing various data centre components Implementing virtualization and consolidation Monitoring infrastructure energy consumption carbon footprint Evaluating capacity management (servers, storage, network) Implementing and optimizing energy efficiency infrastructure services Establishing infrastructure to re-use, recycle, etc. in line with business Sustainable ICT strategy and WEEE (Waste Electrical and Electronic Equipment) compliance									
Environment	Works in the infrastructure an procurement, IT application dev	d operations department and have relopment and facilities teams.								
KPI's	Dashboard measurements data centre Dashboard measurements IT (not data centre) infrastructure Percentage greened IT infrastructure components Number of Green SLA									





2.2. Role profile

2.2.1. Profile Summary

Area	Operations expert No. Competence A.1 IS and Business Strategy Alignment A.2 Service Level Management A.3 Business Plan Development A.4 Product or Project Planning A.5 Architecture Design A.6 Application Design A.7 Technology Watching A.8 Sustainable Development B.1 Design and Development B.2 Systems Integration	mportanc	тот	TOZ	T03	TO₹	T05	тоб	Т07 х	тов	тоз	T10	В0	B02	B03	B0 4	305	воб	B07	Bo≹i	80 3 i	81 <u>0</u>	B1₹	B12	MO ¹	MOZ	MO	MO	MOS	MŒ	<u>м</u> б г
Suild	A.1 IS and Business Strategy Alignment A.2 Service Level Management A.3 Business Plan Development A.4 Product or Project Planning A.5 Architecture Design A.6 Application Design A.7 Technology Watching A.8 Sustainable Development B.1 Design and Development B.2 Systems Integration								X		i			: :		V :	W 1					_		\neg	Y					\neg	\neg
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	E.7 Business Change Management	••	1	:							i	†		1		1	X		}			;		Х					Х	t	
	E.8 Information Security Management	***	1]							[ļ]							
	E.9 IT Governance		_														-		-	_	- 1	_								\dashv	\rightarrow
			Has knowledge of netiquette, interactive virtual enviro	Has knowledge of online usability requirements	Has knowledge of e-reputation management	Can promote and sell products or services online	Can create media elements (audio,	Can draft texts, clearly and concisely, with due regard	Can explain how technical improvements add value	Can foresee relevant technical developments	Can assess the impact of relevant standards	Can assess state of the art and best practices	ls innovative, creative, imaginative, artistic	ls ethical	is precise and aware of details	ls customer oriented	ls committed to corporate strategy and aware of corp	Has good interpersonal skills	Has presentation / moderation skills	Can communicate (including in foreign languages if use	Can work in a team	Can seek, measure, organize, synthesize and report	Can analyse (assess, evaluate, critique, test)	Can explain (defend, argue, justify)	Has knowledge of project management principles	Has knowledge of budgeting ℓ estimating issues and practices	Has knowledge of regulatory issues in particular enviro	Has marketing knowledge	Can lead a team	Can assess the impact of actions / activities	Can foresee latest trends and evolutions in the
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2.2.2. Detailed Profile

A. PLAN

A.1. IS and Business Strategy Alignment

Dimension 2: e-	The Sustainable	e ICT Infrastructure and Operation expert anticipates long term business											
Competences: Title	requirements and determines the IS model in line with organisation policy and Sustainable ICT												
+ generic	policy. Makes strategic IS policy decisions for the enterprise, including sourcing strategies.												
description													
Dimension 3: e-	Level 1												
Competence	Level 2												
proficiency levels	Level 2												
	Level 3												
	Level 4												
	Level 5	Provides IS strategic leadership on infrastructure and operations, to reach											
		consensus and commitment from the management team of the enterprise.											
Dimension 4:		T07: Can explain how technical improvements add value											
Knowledge and		T10: Can assess state of the art and best practices											
Skills		B04: Is customer oriented											
		B05: Is committed to corporate strategy and aware of corporate culture											
		M01: Has knowledge of project management principles											

A.3. Business Plan Development

A.3. Business Plan L	be ve to prine inc		
Dimension 2: e-		ICT Infrastructure and Operation expert addresses the design and structure of a	
Competences: Title	business or product plan including the identification of resources optimisation approaches as		
+ generic	well as return on investment propositions. Considers the possible and applicable sourcing		
description	models. Presen	ts cost benefit analysis and reasoned arguments in support of the selected	
	strategy. Ensur	res compliance with business and Sustainable ICT technology strategies.	
	Communicates	and sells business plan to relevant stakeholders and addresses political,	
	financial, and o	rganisational interests, including SWOT analysis	
Dimension 3: e-	Level 1		
Competence	Level 2		
proficiency levels	Level 2		
	Level 3		
	Level 4	Provides leadership for the creation of an information system strategy that meets the requirements of the business and optimise resources consumption.	
	Level 5		
Dimension 4:		T07: Can explain how technical improvements add value	
Knowledge and		T10: Can assess state of the art and best practices	
Skills		B01: Is creative, imaginative,	
		B11: Can analyse (assess, evaluate, critique, test)	
		B12: Can explain (defend, argue, justify)	
		M06: Can assess the impact of actions/activities	

A.4. Product or Project Planning

Dimension 2: e-	The Sustainable ICT Infrastructure and Operation expert analyses and defines current and target		
Competences: Title	status. Estimates cost effectiveness, points of risk, opportunities, strengths and weaknesses,		
+ generic	with a critical approach. Creates structure plans; establishes time scales and milestones.		
description	Manages change requests. Defines delivery quantity and provides an overview of additional		
	documentation r	requirements. Specifies correct handling of products.	
Dimension 3: e-	Level 1		
Competence			
proficiency levels	Level 2		
projectency tevets			
	Level 3		





	Level 4	Acts with wide ranging accountability for the infrastructure & operations part of the project or product plan. Measures and reports on key Sustainable ICT metrics.
	Level 5	
Dimension 4: Knowledge and Skills		T07: Can explain how technical improvements add value B10: Can seek, organize and synthesize M01: Has knowledge of project management principles M03: Has knowledge of regulatory issues in particular environmental and/or healthcare regulations M05: Can lead a team M06: Can assess the impact of actions/activities

A.5. Architecture D		
Dimension 2: e- Competences: Title + generic description	The Sustainable ICT Infrastructure and Operation expert specifies, refines, updates and makes available a formal approach to implement solutions, necessary to develop and operate the IS architecture in a sustainable way. Manages the relationship with the business stakeholders to ensure that the architecture is in line with business requirements. Identifies the need for change and the components involved; hardware, software, applications, processes, information and technology platform. Ensures that all aspects take account of interoperability, scalability usability and security in accordance to EU environmental legislation or in accordance to valid regulations.	
Dimension 3: e-	Level 1	
Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Acts with wide ranging accountability to define the strategy to implement ICT technology compliant with business need. Takes account of the current technology platform, obsolescent equipment and latest technological innovations.
	Level 5	
Dimension 4: Knowledge and Skills		T07: Can explain how technical improvements add value T10: Can assess state of the art and best practices B01: Is creative, imaginative, B03: Is precise and aware of details B10: Can seek, organize and synthesize M06: Can assess the impact of actions/activities

A.7. Technology Watching

A.7. Technology Wa				
Dimension 2: e-	The Sustainable ICT Infrastructure and Operation expert explores latest ICT and Sustainable ICT			
Competences: Title	technological developments to establish understanding of evolving technologies. Devises			
+ generic		innovative solutions for integration of new technology into existing products, applications or		
description	services or for t	he creation of new solutions		
Dimension 3: e-	Level 1			
Competence	Lavel 2			
proficiency levels	Level 2			
	Level 3			
	Level 4			
	Level 5	Provides strategic leadership regarding infrastructure & operations. Envisions		
		and articulates future solutions and directs the organisation to build and		
		exploit them.		
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		T10: Can assess state of the art and best practices		
Skills		B10: Can seek, organize and synthesize		
		M05: Can lead a team		

A.8. Sustainable Development





Dimension 2: e-	The Sustainable ICT Infrastructure and Operation expert estimates the impact of ICT solutions in			
Competences: Title		terms of eco responsibilities including energy consumption. Advises business and ICT		
+ generic	stakeholders on	stakeholders on sustainable alternatives that are consistent with the business strategy. Applies		
description	an ICT purchasir	ng and sales policy which fulfils eco-responsibilities.		
Dimension 3: e- Competence	Level 1			
proficiency levels	Level 2			
	Level 3			
	Level 4	Defines objective and strategy of sustainable IS development in accordance with the organisation's sustainability policy.		
	Level 5			
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		T10: Can assess state of the art and best practices		
Skills		B02: Is ethical		
		B03: Is precise and aware of details		
		B11: Can analyse (assess, evaluate, critique, test)		
		M03: Has knowledge of regulatory issues in particular environmental and/or		
		healthcare regulations		
		M06: Can assess the impact of actions/activities		

B. BUILD

B.1. Design and Development

Dimension 2: e-	The Sustainable	e ICT Infrastructure and Operation expert designs and engineers hardware		
Competences: Title		components and architecture to meet required specifications, including energy efficiency		
+ generic	issues. Follows	issues. Follows a systematic methodology to analyse and build the required components and		
description	interfaces. Perf	orms unit and system testing to ensure requirements are met.		
Dimension 3: e-	Level 1			
Competence	Level 2			
proficiency levels	Level Z			
	Level 3			
	Level 4	Handles complexity by developing standard procedures and architectures in		
	Level 4	support of cohesive product development.		
	Level 5	support or correstive product developments		
	Levers			
Dimension 4:		B02: Is ethical		
Knowledge and		B03: Is precise and aware of details		
Skills		B10: Can seek, organize and synthesize		

B.2. Systems Integration

D. Z. Dysteins integri		
Dimension 2: e- Competences: Title + generic description	The Sustainable ICT Infrastructure and Operation expert installs additional hardware, software or sub system components into an existing or proposed system. Complies with established processes and procedures (e.g. configuration management), taking into account the specification, capacity and compatibility of existing and new modules to ensure integrity and interoperability. Verifies system performance and ensures formal sign off and documentation of successful integration.	
Dimension 3: e-	Level 1	
Competence	Lavel 2	
proficiency levels	Level 2	
	Level 3	
	Level 4	Exploits wide ranging specialist knowledge to create a process for the entire integration cycle, including the establishment of internal standards of practice. Provides leadership to marshal and assign resources for programmes of integration.
	Level 5	





Dimension 4:	B03: Is precise and aware of details
Knowledge and	B07: Has presentation / moderation skills
Skills	B12: Can explain (defend, argue, justify)

B.3. Testing

D.J. Testing			
Dimension 2: e-		e ICT Infrastructure and Operation expert constructs and executes systematic	
Competences: Title	test procedures for IT systems or customer usability requirements to establish compliance with		
+ generic		ations. Ensures that new or revised components or systems perform to	
description	expectation. Ensures meeting of internal, external, national and international standards;		
	including healt	h and safety, usability, performance, reliability or compatibility. Produces	
	documents and	reports to evidence certification requirements.	
Dimension 3: e-	Level 1		
Competence	1 1 2		
proficiency levels	Level 2		
	Level 3		
	Level 4	Exploits wide ranging specialist knowledge to create a process for the testing process, including the establishment of internal standards of practice. Provides leadership to marshal and assign resources for testing activities.	
	Level 5		
Dimension 4:		B03: Is precise and aware of details	
Knowledge and		B04: Is customer oriented	
Skills			

B.4. Solution Deployment

b.4. Solution Deploy	ymene			
Dimension 2: e-		Following predefined general standards of practice carries including Sustainable ICT process out		
Competences: Title	planned necessary interventions to implement solution, including installing, upgrading or			
+ generic		g. Configures hardware or network to ensure interoperability of system		
description		d debugs any resultant faults or incompatibilities. Engages additional specialist		
		equired, such as third party network providers. Formally hands over fully		
		ution to user and completes documentation recording all relevant information,		
	including equipment addressees, configuration and performance data			
Dimension 3: e-	Level 1			
Competence	Level 2			
proficiency levels	Level 2			
	Level 3	Accounts for own and others actions within solution provision activities		
		including comprehensive communications with clients. Exploits specialist		
		knowledge to influence solution construction. Gives advice on aligning work		
		processes and procedures regarding infrastructure and operations activities.		
	Level 4			
	Level 5			
Dimension 4:		RO3: Is precise and aware of details		
		B03: Is precise and aware of details		
Knowledge and		B04: Is customer oriented		
Skills		B09: Can work in a team		

C. RUN

C.2 Change Support

Dimension 2: e-	The Sustainable ICT Infrastructure and Operation expert implements and provides guidance for			
Competences: Title	the evolution	the evolution of an IT solution. Efficiently controls and schedules software or hardware		
+ generic	modifications to	modifications to prevent multiple upgrades creating unpredictable outcomes. Minimises service		
description	disruption as a d	disruption as a consequence of changes and adheres to defined service level agreement (SLA).		
Dimension 3: e-	Level 1			
Competence	1 1 2			
proficiency levels	Level 2			
	Level 3	Ensures the integrity of the system by controlling the application of functional		
		updates, software or hardware additions and maintenance activities. Complies		
		with budget requirements.		





	Level 4	
	Level 5	
Dimension 4:		T10: Can assess state of the art and best practices
Knowledge and		B06: Has good interpersonal skills
Skills		B08: Can communicate (including in foreign languages if useful)
		B12: Can explain (defend, argue, justify)

D. ENABLE

D.2. ICT Quality Strategy Development

D.2. ICT Quality Strategy Development				
Dimension 2: e-		The Sustainable ICT infrastructure and operation expert defines, improves and refines a formal		
Competences: Title	strategy to satisfy customer expectations and improve business performance (balance between			
+ generic	cost and risks	s). Identifies critical processes influencing service delivery and product		
description	performance for	performance for definition in the ICT quality management system (ref D.4). Uses defined		
	standards to f	ormulate objectives for service management, product and process quality.		
	Identifies ICT qu	uality management accountability.		
Dimension 3: e-	Level 1			
Competence	Level 2			
proficiency levels	Level Z			
	Level 3	Exploits specialist knowledge and in-depth understanding of the Sustainable		
		ICT infrastructure and operations processes in order to enhance the strategy to		
		optimize service delivery and product performance.		
	Level 4			
	Level 5			
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		T10: Can assess state of the art and best practices		
Skills		B05: Is committed to corporate strategy and aware of corporate culture		
		B11: Can analyse (assess, evaluate, critique, test)		
		M01: Has knowledge of project management principles		
		M06: Can assess the impact of actions/activities		

D.3. Education and Training Provision

D.S. Education and				
Dimension 2: e-	The Sustainable ICT Infrastructure and operation expert defines and implements ICT training			
Competences: Title	policy to address organisational skill needs and gaps. Structures, organises and schedules			
+ generic		training programmes and evaluates training quality through a feedback process and implements		
description	continuous impi	rovement. Adapts training plans to address changing demand.		
Dimension 3: e-	Level 1			
Competence proficiency levels	Level 2			
	Level 3	Acts creatively to analyse skills gaps; elaborates specific requirements and identifies potential sources for training provision. Has specialist knowledge of the training market and establishes a feedback mechanism to assess the added value of alternative training programmes.		
	Level 4			
	Level 5			
Dimension 4: Knowledge and Skills		T07: Can explain how technical improvements add value T10: Can assess state of the art and best practices B02: Is ethical B06: Has good interpersonal skills B12: Can explain (defend, argue, justify) M05:Can lead a team		

D.4. Purchasing





Dimension 2: e- Competences: Title + generic description	The Sustainable ICT Infrastructure and operation expert applies a consistent procurement procedure, including deployment of the following sub processes: specification requirements, supplier identification, proposal analysis, evaluation of the energy efficiency and environmental compliance of products, suppliers and their processes, contract negotiation, supplier selection and contract placement. Ensures that the entire purchasing process is fit for purpose and adds business value to the organisation.	
Dimension 3: e-	Level 1	
Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Provides leadership for the application of the organisations procurement policies and makes recommendations for process enhancement. Applies experience and procurement practice expertise to make ultimate purchasing decisions.
	Level 5	
Dimension 4: Knowledge and Skills		T07: Can explain how technical improvements add value T10: Can assess state of the art and best practices B06: Has good interpersonal skills B11: Can analyse (assess, evaluate, critique, test) M03: Has knowledge of legal, environmental, labour, standards issues M06: Can assess the impact of actions/activities

D.9. Personnel Development

D.9. Personnei Deve	elopinent			
Dimension 2: e-	The Sustainable ICT Infrastructure and operation expert diagnoses individual and group			
Competences: Title	competence, identifying skill needs and skill gaps. Reviews training and development options			
+ generic	and selects app	and selects appropriate methodology taking into account the needs of the individual and the		
description	business. Coach	es and/ or mentors individuals and teams to address learning needs.		
Dimension 3: e-	Level 1			
Competence	1 1 2			
proficiency levels	Level 2			
	Level 3			
	Level 4	Takes proactive action and develops organisational processes to address the		
		development needs of individuals, teams and the entire workforce.		
	Level 5			
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		B04: Is customer oriented		
Skills		B05: Is committed to corporate strategy and aware of corporate culture		
		B12: Can explain (defend, argue, justify)		

E. MANAGE

E.1. Forecast Development

Dimension 2: e- Competences: Title + generic description	The Sustainable ICT Infrastructure and operation expert interprets market needs and evaluates market acceptance of products or services. Assesses the organisations potential to meet future production and quality requirements. Applies relevant metrics to enable accurate decision making in support of production, marketing, sales and distribution functions.	
Dimension 3: e-	Level 1	
Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Acts with wide ranging accountability for the production of a long-term forecast, relative to infrastructure & operations activities. Understands the global marketplace, identifying and evaluating relevant inputs from the broader business, political and social context.
	Level 5	





Dimension 4:	T10: Can assess state of the art and best practices
Knowledge and	B04: Is customer oriented
Skills	B10: Can seek, organize and synthesize
	M01: Has knowledge of project management principles
	M04: Has marketing knowledge

E.3. Risk Management

Dimension 2: e-	The Sustainable ICT Infrastructure and operation expert implements the management of risk			
Competences: Title	across information systems through the application of the enterprise defined risk management			
+ generic	policy and proce	policy and procedure. Assesses risk to the organisations business, and documents potential risk		
description	and containmen	t plans.		
Dimension 3: e- Competence	Level 1			
proficiency levels	Level 2			
	Level 3			
	Level 4	Provides leadership to define and make applicable a policy for risk management by considering all the possible constraints, including technical, economic and political issues. Delegates assignments. Is fully aware of compliance with EU and national rules and regulations, related to Sustainable ICT.		
	Level 5			
Dimension 4:		T10: Can assess state of the art and best practices		
Knowledge and		B05: Is committed to corporate strategy and aware of corporate culture		
Skills		B11: Can analyse (assess, evaluate, critique, test)		
		M03: Has knowledge of regulatory issues in particular environmental and/or healthcare regulations		

E.5. Process Improvement

L.J. Flocess illiplot	rennent			
Dimension 2: e-		The Sustainable ICT Infrastructure and operation expert measures effectiveness of existing IT		
Competences: Title	processes. Researches and benchmarks IT processes from a variety of sources. Follows a			
+ generic	systematic met	systematic methodology to evaluate, design and implement process or technology changes for		
description	measurable bus	iness benefit, as well in the business and in a sustainable way. Assesses potential		
	adverse consequ	uences of process change.		
Dimension 3: e-	Level 1			
Competence	Level 2			
proficiency levels	Level Z			
	Level 3			
	Level 4	Provides leadership and authorises implementation of innovations and		
	LCVC(4	improvements that will enhance competitiveness or efficiency. Demonstrates		
		to senior management the business advantage of potential improvements.		
	Level 5	The same of the sa		
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		T10: Can assess state of the art and best practices		
Skills		B10: Can seek, organize and synthesize		
		B11: Can analyse (assess, evaluate, critique, test)		
		M01: Has knowledge of project management principles		
		M06: can assess the impact of actions/activities		

E.7. Business Change Management

Dimension 2: e-	The Sustainable ICT Infrastructure and operation expert assesses the implications of new
Competences: Title	Sustainable ICT solutions. Defines the requirements and quantifies the business and
+ generic	environmental benefits. Manages the deployment of change taking into account structural and
description	cultural issues. Maintains business and process continuity throughout change, monitoring the
	impact, taking any required remedial action and refining approach.
Dimension 3: e-	Level 1





Competence proficiency levels	Level 2	
	Level 3	
	Level 4	
	Level 5	Applies pervasive influence to embed organisational change.
Dimension 4: Knowledge and Skills		B05: Is committed to corporate strategy and aware of corporate culture B12: Can explain (defend, argue, justify) M05: Can lead a team M08: Can resolve conflicts





Sustainable ICT auditor

3.1. Role description

Role title	Sustainable ICT auditor
Also known as	
Relevant professions	
Summary statement	The Sustainable ICT auditor provides independent assurance on the effectiveness of the Sustainable ICT Strategy and/or its implementation.
Mission	To assist the organization in evaluating and improving their Sustainable ICT strategy by identifying risks and assessing the effectiveness of the internal controls to address these risks. This allows for compliance with Sustainable ICT standards and regulatory requirements.
Deliverables	Accountable Audit report with findings and recommendations Benchmark with peer organizations KPIs and measurement Responsible Assess and mitigate the risk exposure towards Sustainable ICT standards and/or regulation Provide assurance to management that all Sustainable ICT measures reported to the different stakeholders are timely, correct and complete Contributor Enterprise risk plan CSR/GRI report Regulatory reporting
Main task/s Environment	 Audit Sustainable ICT strategy and/or implementation Contribute to regulatory compliance and/or standards Measure process effectiveness Audit IT carbon footprint process Control alignment between Sustainable ICT and corporate sustainability Audit Sustainable ICT purchasing policies Assess Sustainable ICT costs savings Usually works in the risk or internal audit department, in collaboration with IT and facilities management, CSR and finance departments and Sustainable ICT specialists. The Sustainable ICT auditor can work as an external consultant or internally within the company.
KPI's	The role can be combined with the Sustainable ICT consultant. • Percentage Sustainable ICT risks under control • Degree of conformance with Sustainable ICT standards and regulations • Spread of recommendations on strategic, tactic and operational level





3.2. Role profile

3.1.1. Profile Summary

	Sustainable ICT Auditor			Technical							Behavioural									Managerial											
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			Has knowledge of netiquette, interactive virtual environmen	Has knowledge of online usability requirements	Has knowledge of e-reputation management	Can promote and sell products or services online	Can create media elements (audio, graphics, video)	Š	Can explain how technical improvements add value	Can foresee relevant technical developments	Can assess the impact of relevant standards	Can assess state of the art and best practices	s innovative, creative, imaginative, artistic	ls ethical	ls precise and aware of details	ls customer oriented	is committed to corporate strategy and aware of corporat	Has good interpersonal skills	Has presentation / moderation skills	Can communicate (including in foreign languages if useful)	Can work in a team	Can seek, measure, organize, synthesize and report	Can analyse (assess, evaluate, critique, test)	Can explain (defend, argue, justify)	Has knowledge of project management principles	Has knowledge of budgeting ℓ estimating issues and practi	Has knowledge of regulatory issues in particular environme	Has marketing knowledge	Can lead a team	Can assess the impact of actions ℓ activities	Can foresee latest trends and evolutions in the market
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3.1.2. Detailed Profile

D. ENABLE

D.2. ICT Quality Strategy Development

Dimension 2: e-	Defines, improv	res and refines a formal strategy to satisfy customer expectations and improve							
Competences: Title		business performance (balance between cost and risks). Identifies critical processes influencing							
+ generic		service delivery and product performance for definition in the ICT quality management system							
description		(ref D.4). Uses defined standards to formulate objectives for service management, product an							
	process quality.	Identifies ICT quality management accountability.							
Dimension 3: e-	Level 1								
Competence proficiency levels	Level 2								
	Level 3								
	Level 4	Exploits wide ranging specialist knowledge to leverage and authorise the							
		application of external standards and best practices, in order to contribute to the ICT Quality Strategy.							
	Level 5	Provides strategic leadership to embed ICT quality (i.e. metrics and continuous							
		improvement) into the culture of the organisation.							
Dimension 4:		T05: Has knowledge about latest Sustainable ICT developments							
Knowledge and		T07: Can explain how technical improvements add value							
Skills		T10: Can assess state of the art and best practices							
		B04: Is customer oriented							
		B05: Is committed to corporate strategy and aware of corporate culture B06: Has good interpersonal skills							
		B09: Can work in a team							
		B11: Can analyse (assess, evaluate, critique, test)							
		M01: Has knowledge of project management principles							
		M03: Has knowledge of regulatory issues in particular environmental and/or							
		healthcare regulations							
		M06: Can assess the impact of actions/activities							

E. MANAGE

E.3. Risk Management

Dimension 2: e-		e management of risk across information systems and processes through the							
Competences: Title		pplication of the enterprise defined risk management policy and procedure. Assesses risk to							
+ generic	the organisation	s business, and documents potential risk and containment plans.							
description									
Dimension 3: e-	Level 1								
Competence	Level 2								
proficiency levels	Level 2								
	Level 3	Decides on appropriate actions required to adapt security and address risk							
		exposure. Evaluates, manages and ensures validation of exceptions; audits ICT							
		processes and environment.							
	Level 4	Is fully aware of compliance with EU and national rules and regulations,							
		related to Sustainable ICT.							
	Level 5								
Dimension 4:		T05: Has knowledge about latest Sustainable ICT developments							
Knowledge and		T10: Can assess state of the art and best practices							
Skills		B03: Is precise and aware of details							
		B11: Can analyse (assess, evaluate, critique, test)							
		M01: Has knowledge of project management principles							
		M03: Has knowledge of regulatory issues in particular environmental and/or							
		healthcare regulations							
		M06: Can assess the impact of actions/activities							





E.5. Process Improvement

Dimension 2: e-	Measures effect	iveness of existing ICT processes. Researches and benchmarks ICT process design
Competences: Title		rom a variety of sources. Follows a systematic methodology to evaluate, design
+ generic		process or technology changes for measurable business benefit. Assesses
description	potential advers	se consequences of process change.
Dimension 3: e- Competence	Level 1	
proficiency levels	Level 2	
	Level 3	Exploits specialist knowledge to research existing ICT processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.
	Level 4	
	Level 5	
Dimension 4:		T05: Has knowledge about latest Sustainable ICT developments
Knowledge and		T07: Can explain how technical improvements add value
Skills		T10: Can assess state of the art and best practices
		B05: Is committed to corporate strategy and aware of corporate culture
		B06: Has good interpersonal skills
		M04: Has marketing knowledge
		M06: Can assess the impact of actions/activities

E.6. ICT Quality Management

E.O. ICT Quality Mai	lagement									
Dimension 2: e-		quality policy to maintain and enhance service and product provision. Plans and								
Competences: Title		efines indicators to manage quality with respect to ICT strategy. Reviews quality performance								
+ generic	indicators and r	dicators and recommends enhancements to influence continuous quality improvement.								
description										
Dimension 3: e-	Level 1									
Competence	Level 2									
proficiency levels	Level Z									
	Level 3									
	Level 4	Assesses and estimates the degree to which quality requirements have been								
		met and provides leadership for quality policy implementation. Provides cross -								
		functional leadership for setting and exceeding quality standards.								
	Level 5									
Dimension 4:		T05: Has knowledge about latest Sustainable ICT developments								
Knowledge and		T07: Can explain how technical improvements add value								
Skills		T10: Can assess state of the art and best practices								
		B03: Is precise and aware of details								
		B05: Is committed to corporate strategy and aware of corporate culture								
		B11: Can analyse (assess, evaluate, critique, test)								
		M03: Has knowledge of regulatory issues in particular environmental and/or								
		healthcare regulations								
		M06: Can assess the impact of actions/activities								
		M08: Can resolve conflicts								





Sustainable ICT consultant

4.1. Role description

Role title	Sustainable ICT consultant								
Also known as									
Relevant professions									
Summary statement	The Sustainable ICT consultant advices organizations on their Sustainable ICT strategy and the								
Mission	way this strategy can be implemented in the most effective and efficient manner. To deliver to organizations advice, based on a consistent, repeatable and measurable model of best practices. This should allow the organization to reach their short, mid and long term IT environmental objectives.								
Deliverables	Accountable Provide advice, resulting in the following deliverables Maturity level report Roadmap As-Is to To-Be Sustainable ICT project portfolio KPIs and measurement Provide advice, and financial results by providing advice on the content and implementation of a successful Sustainable ICT governance (assisting decision makers) CSR/GRI report Communication plans IT strategy IT policies Sustainable ICT Governance (assisting decision makers)								
Main task/s	 Assessing maturity levels related to Sustainable ICT Defining strategy, goals, measurements etc. Defining roadmaps and providing assistance in the implementation thereof Supporting internal and external communication plans Supporting IT procurement team Monitoring compliance with standards and regulations on Sustainable ICT 								
Environment	''								
KPI's	 Percentage recommendations accepted by management Spread of recommendations on strategic, tactic and operational level Percentage Sustainable ICT projects delivered in time, within budget, within scope and within according to quality requirements Percentage of policies related to environmental regulations 								





4.2. Role profile

4.2.1. Profile Summary

	Sustainable ICT Consultant			Technical								Behavioural									Managerial											
rea	No.	Competence	mportanc	Tol	Т02	то3	то4	Т05	то6	T0	T08	то <u>з</u>	T10	Bol	B02	B03	B04	B05	BOŒ	30 7 E	0 8 B	0 ≦ B	10 B	1 <u>1.</u> B	12M	O M	02м	о <mark>з</mark> м	0	40 <u>₹</u>	мď	ΜŎ
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4.2.2. Detailed Profile

A.PLAN

A.1. IS and Business Strategy Alignment

Dimension 2: e-		e ICT Consultant anticipates long term business requirements and determines the						
Competences: Title IS model in line with the organisation's Sustainable ICT policy.								
+ generic								
description								
Dimension 3: e-	Level 1							
Competence proficiency levels	Level 2							
	Level 3							
	Level 4							
	Level 5	Provides Sustainable ICT strategic advice to reach consensus and commitment from the management team of the enterprise.						
Dimension 4:		T07: Can explain how technical improvements add value						
Knowledge and		T10: Can assess state of the art and best practices						
Skills		B04: Is customer oriented						
		M01: Has knowledge of project management principles						
		M03: Has knowledge of regulatory issues in particular environmental and/or						
		healthcare regulations						
		M05: Can lead a team						
		M06: Can assess the impact of actions/activities						

A.3. Business Plan Development

A.3. Business Plan I									
Dimension 2: e-		e ICT Consultant addresses the design and structure of a business or product plan							
Competences: Title	from a Sustaina	rom a Sustainable ICT point of view including the identification of alternative approaches as vell as return on investment propositions. Considers the possible and applicable sourcing							
+ generic	well as return	ell as return on investment propositions. Considers the possible and applicable sourcing							
description	models. Presen	its cost benefit analysis and reasoned arguments in support of the selected							
	strategy. Ensure	es compliance with business and technology strategies. Communicates and sells							
	business plan t	o relevant stakeholders and addresses political, financial, and organisational							
	interests, include	ding SWOT analysis.							
Dimension 3: e-	Level 1								
Competence	Level 2								
proficiency levels									
	Level 3								
	Level 4	Provides advice for the creation of an information system strategy that meets							
		the requirements of the business and is aligned with the Sustainable ICT							
		strategy.							
	Level 5								
Dimension 4:		T07: Can explain how technical improvements add value							
Knowledge and		T10: Can assess state of the art and best practices							
Skills		B01: Is creative, imaginative,							
		B05: Is committed to corporate strategy and aware of corporate culture							
		M01: Has knowledge of project management principles							
		M03: Has knowledge of regulatory issues in particular environmental and/or							
		healthcare regulations							
		M06: Can assess the impact of actions/activities							

A.4. Product or Project Planning





Dimension 2: e-	The Sustainable	e ICT Consultant analyses and defines current and target status. Estimates cost								
Competences: Title	effectiveness, p	effectiveness, points of risk, opportunities, strengths and weaknesses, with a critical approach								
+ generic		reates structure plans; establishes time scales and milestones. Manages change requests.								
description		quantity and provides an overview of additional documentation requirements.								
	Specifies correc	t handling of products.								
Dimension 3: e- Competence	Level 1									
proficiency levels	Level 2									
	Level 3									
	Level 4	Provides independent advice on the project or product plan. Measures and reports on key Sustainable ICT metrics.								
	Level 5									
Dimension 4:		T07: Can explain how technical improvements add value								
Knowledge and		T10: Can assess state of the art and best practices								
Skills		B04: Is customer oriented								
		B10: Can seek, organize and synthesize								
		M01: Has knowledge of project management principles								
		M03: Has knowledge of regulatory issues in particular environmental and/or								
		healthcare regulations								
		M06: Can assess the impact of actions/activities								

A.5. Architecture Design

A.5. Architecture D	esign	
Dimension 2: e- Competences: Title + generic description	The Sustainable approach to in Manages the reline with busin hardware, softw	le ICT Consultant specifies, refines, updates and makes available a formal mplement solutions, necessary to develop and operate the IS architecture. elationship with the business stakeholders to ensure that the architecture is in ess requirements. Identifies the need for change and the components involved; ware, applications, processes, information and technology platform. Ensures that
	•	e account of interoperability, scalability usability and security
Dimension 3: e- Competence	Level 1	
proficiency levels	Level 2	
	Level 3	
	Level 4	Provides advice to define the strategy to implement ICT technology compliant with business needs. Takes account of the current technology platform, obsolescent equipment and latest technological innovations.
	Level 5	
Dimension 4:		T10: Can assess state of the art and best practices
Knowledge and		B01: Is creative, imaginative,
Skills		B03: Is precise and aware of details
		B10: Can seek, organize and synthesize

A.6. Application Design

A.o. Application be	31511	
Dimension 2: e-	The Sustainable	PICT Consultant defines the most suitable ICT solutions in accordance with ICT
Competences: Title	policy and us	ser/customer needs. Accurately estimates development, installation and
+ generic	maintenance of	f application costs. Selects appropriate technical options for solution design,
description	optimising the l	palance between cost and quality. Identifies a common reference framework to
	validate the mo	dels with representative users.
Dimension 3: e-	Level 1	
Competence	1 1 2	
proficiency levels	Level 2	
	Level 3	
	1 1 4	Describes advise to define the startenes to invalence to ICT assemble at with
	Level 4	Provides advice to define the strategy to implement ICT, compliant with
		business needs. Takes account of the current technology platform, obsolescent
		equipment and latest technological innovations.
	Level 5	





Dimension 4:	T10: Can assess state of the art and best practices
Knowledge and	B03: Is precise and aware of details
Skills	B04: Is customer oriented
	B10: Can seek, organize and synthesize

A.7. Technology Watching

Dimension 2: e-	Explores latest	ICT technological developments to establish understanding of evolving	
Competences: Title	technologies. Devises innovative solutions for integration of new technology into existing		
+ generic		cations or services or for the creation of new solutions	
description			
Dimension 3: e-	Level 1		
Competence	Level 2		
proficiency levels	Level Z		
	Level 3		
	Level 4		
	Level 5	Provides strategic advice. Envisions and articulates future solutions and	
		(indirectly) directs the organisation to build and exploit them.	
Dimension 4:		T07: Can explain how technical improvements add value	
Knowledge and		T10: Can assess state of the art and best practices	
Skills		B10: Can seek, organize and synthesize	
		B11: Can analyse (assess, evaluate, critique, test)	
		M02: Has knowledge of budgeting / estimating issues and practices	

A.8. Sustainable Development

Dimension 2: e- Competences: Title + generic description	responsibilities sustainable alte	e ICT Consultant estimates the impact of ICT solutions in terms of eco including energy consumption. Advises business and ICT stakeholders on ernatives that are consistent with the business strategy. Provides advice on an end sales policy which fulfils eco-responsibilities.
Dimension 3: e-	Level 1	and sakes portey which rating eee responsibilitiess.
Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Provides advice on the definition of objectives and strategy of sustainable development in accordance with the organisation's sustainability policy.
	Level 5	
Dimension 4: Knowledge and Skills		T07: Can explain how technical improvements add value T10: Can assess state of the art and best practices B02: Is ethical B11: Can analyse (assess, evaluate, critique, test) B12: Can explain (defend, argue, justify) M03: Has knowledge of regulatory issues in particular environmental and/or healthcare regulations M06: Can assess the impact of actions/activities

C. RUN

C.2. Change Support

Dimension 2: e-	The Sustainable	ICT Consultant implements and provides guidance for the evolution of an IT	
Competences: Title	solution. He/she also provides advice on controls and scheduling of software or hardware		
+ generic	modifications to prevent multiple simultaneous upgrades, creating unpredictable outcomes.		
description	Advises on how to minimise service disruption as a consequence of changes and adheres to		
	defined service	level agreement (SLA)	
Dimension 3: e-	Level 1		
Competence			
proficiency levels	Level 2		





	Level 3	Provides advice on how to ensure the integrity of the system by controlling the application of functional updates, software or hardware additions and maintenance activities, and how to comply with budget requirements.
	Level 4	
	Level 5	
Dimension 4:		T10: Can assess state of the art and best practices
Knowledge and		B01: Is creative, imaginative,
Skills		B06: Has good interpersonal skills
		B12: Can explain (defend, argue, justify)

D. ENABLE

D.3. Education and Training Provision

Dimension 2: e-	The Sustainable	e ICT Consultant defines and implements ICT training policy to address	
Competences: Title	organisational skill needs and gaps. Structures, organises and schedules training programmes		
•			
+ generic		training quality through a feedback process and implements continuous	
description		dapts training plans to address changing demand	
Dimension 3: e-	Level 1		
Competence proficiency levels	Level 2		
	Level 3	Acts creatively to analyse skills gaps; elaborates specific requirements and identifies potential sources for training provision. Has specialist knowledge of the training market and establishes a feedback mechanism to assess the added value of alternative training programmes.	
	Level 4		
	Level 5		
Dimension 4:		T10: Can assess state of the art and best practices	
Knowledge and		B05: Is committed to corporate strategy and aware of corporate culture	
Skills		B06: Has good interpersonal skills	
		B11: Can analyse (assess, evaluate, critique, test)	
		M01: Has knowledge of project management principles	
		M03: Has knowledge of regulatory issues in particular environmental and/or	
		healthcare regulations	
		M06: Can assess the impact of actions/activities	
	1		

D.10. Information and Knowledge Management

Dimension 2: e-	The Sustainable	ICT Consultant identifies and manages structured and unstructured information	
Competences: Title	and considers information distribution policies. Creates information structure to enable		
+ generic		d optimisation of information for business benefit. Understands appropriate tools	
description		to create, extract, maintain, renew and propagate business knowledge in order	
	to capitalise fro	m the information asset.	
Dimension 3: e-	Level 1		
Competence	Level 2		
proficiency levels	Level 2		
	Level 3		
	Level 4		
	Level 5	Correlates information and knowledge to create value for the business. Applies innovative solutions based on information retrieved.	
Dimension 4:		T07: Can explain how technical improvements add value	
Knowledge and		T10: Can assess state of the art and best practices	
Skills		B09: Can work in a team	
		B10: Can seek, organize and synthesize	
		M05: Can lead a team	
		M06: Can assess the impact of actions/activities	







E.1 Forecast Development

Dimension 2: e-	Interprets market needs and evaluates market acceptance of products or services. Assesses the		
Competences: Title	organisations potential to meet future production and quality requirements. Applies relevant		
+ generic		ble accurate decision making in support of production, marketing, sales and	
description	distribution fun	ctions.	
Dimension 3: e- Competence	Level 1		
proficiency levels	Level 2		
	Level 3		
	Level 4	Provides advice for the production of a long-term forecast. Understands the global marketplace, identifying and evaluating relevant inputs from the broader business, political and social context.	
	Level 5		
Dimension 4:		T07: Can explain how technical improvements add value	
Knowledge and		T10: Can assess state of the art and best practices	
Skills		B04: Is customer oriented	
		B11: Can analyse (assess, evaluate, critique, test)	
		M01: Has knowledge of project management principles	
		M03: Has knowledge of regulatory issues in particular environmental and/or	
		healthcare regulations	
		M06: Can assess the impact of actions/activities	

E.2 Project and Portfolio Management

E.2 Project and Portfolio Management			
Dimension 2: e- Competences: Title + generic description	The Sustainable ICT Consultant designs plans for a programme of change. Plans and directs a single or portfolio of ICT projects to ensure co-ordination and management of interdependencies. Orchestrates projects to develop or implement new, internal or externally defined processes to meet identified business needs. Defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. Develops contingency plans to		
	address potential implementation issues. Delivers project on time, on budget and in accordance with original requirements. Creates and maintains documents to facilitate monitoring of project progress.		
Dimension 3: e-	Level 1		
Competence proficiency levels	Level 2		
	Level 3		
	Level 4		
	Level 5	Provides strategic leadership for extensive interrelated programmes of work to ensure that Information Technology is a change, delivering benefit in line with overall business strategic aims. Applies extensive business and technological mastery to conceive and bring innovative ideas to fruition.	
Dimension 4:		T10: Can assess state of the art and best practices	
Knowledge and		B05: Is committed to corporate strategy and aware of corporate culture	
Skills		B07: Has presentation / moderation skills M01: Has knowledge of project management principles	
		M03: Has knowledge of project management principles M03: Has knowledge of regulatory issues in particular environmental and/or healthcare regulations	
		M06: Can assess the impact of actions/activities	

E.5 Process Improvement

Dimension 2: e-	The Sustainable ICT Consultant measures effectiveness of existing Sustainable ICT processes.		
Competences: Title	Researches and benchmarks Sustainable ICT process design from a variety of sources. Follows a		
+ generic	systematic methodology to evaluate, design and implement process or technology changes for		
description	measurable business benefit. Assesses potential adverse consequences of process change.		
Dimension 3: e-	Level 1		
Competence			
proficiency levels	Level 2		





	Level 3	Exploits specialist knowledge to research existing Sustainable ICT processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		T10: Can assess state of the art and best practices B05: Is committed to corporate strategy and aware of corporate culture B07: Has presentation / moderation skills M01: Has knowledge of project management principles M03: Has knowledge of regulatory issues in particular environmental and/or healthcare regulations M06: Can assess the impact of actions/activities

E.7. Business Change Management

E.7. Business Chang	e management			
Dimension 2: e-		Assesses the implications of new IT solutions. Defines the requirements and quantifies the		
Competences: Title	business benefits. Manages the deployment of change taking into account structural and			
+ generic	cultural issues.	Maintains business and process continuity throughout change, monitoring the		
description	impact, taking a	any required remedial action and refining approach		
Dimension 3: e-	Level 1			
Competence	Lovel 2			
proficiency levels	Level 2			
	Level 3			
	Laval 4	Describes advise to also recovers and implement simplificant IT lad business		
	Level 4	Provides advice to plan, manage and implement significant IT led business		
		change.		
	Level 5	Applies pervasive influence to imbed organisational change.		
Dimension 4:		T07: Can explain how technical improvements add value		
Knowledge and		T10: Can assess state of the art and best practices		
Skills		B05: Is committed to corporate strategy and aware of corporate culture		
		B07: Has presentation / moderation skills		
		B13: deleted		
		M02: Has knowledge of budgeting / estimating issues and practices		
		M03: Has knowledge of legal, environmental, labour, standards issues		
		M08: Can resolve conflicts		





Sustainable ICT ambassador

5.1. Role description

Role title	Sustainable ICT ambassador
Also known as	Sustainable ICT Communication Sponsor / Sustainable ICT enabler
Relevant professions	The Containable ICT ambassadan activals against a Containable ICT initiations within the
Summary statement	The Sustainable ICT ambassador actively promotes Sustainable ICT initiatives within the organization.
Mission	To spread sustainable ICT best practices and policy messages amongst employees. The Sustainable ICT ambassador is there to facilitate the implementation and support the communication of Sustainable ICT. Of paramount importance is to be able to persuade her/his manager and peers to agree with the need to adopt a Sustainable ICT approach.
Deliverables	Accountable Responsible Contributor
	 Feedback reports Survey reports Awareness documents Ensure smooth and effective communication on Sustainable ICT within the organization Ensure the various stakeholders are actively involved in the deployment of the Sustainable ICT strategy Provide timely feedback on the implementation and effective perception of the various Sustainable ICT initiatives Monitor the implementation plan, as defined in the Sustainable ICT Roadmap
Main task/s	 Gathering feedback, criticisms and suggestions for improvement Organizing ad-hoc surveys Support internal and external communication Organize awareness sessions (online, offline)
Environment	 Act as key point of contact for Sustainable ICT matters Usually works with an informal team of CSR, communication, Sustainable ICT and HR professionals. The Sustainable ICT ambassador role can be a part-time role and may be easily combined with another role.
KPI's	 Percentage of employees aware of Sustainable ICT Percentage of employees, actively involved in Sustainable ICT Percentage of action points, actively followed up Number of internal or public posts/articles referring to the company's support for Sustainable ICT





5.2. Role profile

5.2.1. Profile Summary

	Sustainable ICT Ambassador		Technical							Behavioural										Managerial												
Area	No. Competence	mportano	Tol	тог	то3	TO ₹	T05	T06	тот	тов	тоз	T 10	B01	B02	B03	B04	B05	вод	B07	Bol	B03	B10	Bil	B12	ΜO	MO.	MO	MO	MO	<u> 4 M</u>	į мі	<u> </u>
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			etiquette, interactive virtual e	Has knowledge of online usability requirements	utation management	oducts or services online	; (audio, graphics, vide	concisely, with due re	improvements add val	rical developments	relevant standards	Can assess state of the art and best practices	inative, artistic		0		rategy and aware of		n skills	n foreign languages		synthesize and repo	, critique, test)	tify)	agement principles	estimating issues	sues in particular			s / activities	olutions in the m	
			etiquette, interactive virtual envi	ine usability requirements	utation management	Can promote and sell products or services online	Can create media elements (audio, graphics, video)	concisely, with due rega	Can explain how technical improvements add value	nical developments	relevant standards	and best practices	inative, artistic		6		rategy and aware of co		n skills	n foreign languages if u		Can seek, measure, organize, synthesize and report	, critique, test)	tify)	Has knowledge of project management principles	estimating issues and	sues in particular env			ns / activities	olutions in the mark	
			etiquette, interactive virtual environ	ine usability requirements	utation management	oducts or services online	; (audio, graphics, video)	concisely, with due regard f	improvements add value	rical developments	relevant standards	and best practices	inative, artistic		6		rategy and aware of corpo		n skills	n foreign languages if usel		synthesize and report	critique, test)	tify)	agement principles	estimating issues and pr	sues in particular enviro			ns / activities	Can foresee latest trends and evolutions in the market	
			Has knowledge of netiquette, interactive virtual environmer	ine usability requirements	utation management	oducts or services online	; (audio, graphics, video)	concisely, with due regard for	improvements add value	rical developments	relevant standards	and best practices	inative, artistic		6		ls committed to corporate strategy and aware of corporat		n skills	Can communicate (including in foreign languages if useful)		synthesize and report	, critique, test)	tify)	agement principles	Has knowledge of budgeting / estimating issues and pract	Has knowledge of regulatory issues in particular environme			ns / activities	olutions in the market	
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			etiquette, interactive virtual environments and social networks us	ine usability requirements	outation management	oducts or services online	(audio, graphics, video)	concisely, with due regard for orthography and grammar	improvements add value	rical developments	relevant standards	and best practices	inative, artistic						n skills			synthesize and report	, critique, test)	etfy)	agement principles	estimating issues and practices	sues in particular environmental and/or healthcare reg			ns / activities	volutions in the market	
			etiquette, interactive virtual environments and social networks usage rul	ine usability requirements	vitation management	oducts or services online	: (audio, graphics, video)	Can draft texts, clearly and concisely, with due regard for orthography and grammar	improvements add value	rical developments	relevant standards	and best practices	inative, artistic						n skills			synthesize and report	, critique, test)	etfy)	agement principles	estimating issues and practices	sues in particular environmental and t or healthcare regulation			ns / activities	olutions in the market	





5.2.2. Detailed Profile

D. ENABLE

D.3 Education and Training Provision

Dimension 2: e-	The Sustainable	e ICT Ambassador defines and implements ICT training policy to address									
Competences: Title	organisational skill needs and gaps. Structures, organises and schedules training programmes										
+ generic	and evaluates training quality through a feedback process and implements continuous improvement. Adapts training plans to address changing demand.										
description											
Dimension 3: e-	Level 1										
Competence proficiency levels	Level 2	Organises the identification of training needs; collates organisational requirements, identifies, selects and prepares schedule of training interventions.									
	Level 3	Acts creatively to analyse skills gaps; elaborates specific requirements and identifies potential sources for training provision. Has specialist knowledge of the training market and establishes a feedback mechanism to assess the added value of alternative training programmes.									
	Level 4										
	Level 5										
Dimension 4:		T07: Can explain how technical improvements add value									
Knowledge and		T10: Can assess state of the art and best practices									
Skills		B01: Is creative, imaginative,									
		B02: Is ethical									
		B07: Has presentation / moderation skills									
		B12: Can explain (defend, argue, justify)									
		M03: Has knowledge of regulatory issues in particular environmental and/or healthcare regulations									

D.9. Personnel Development

D.9. Personnel Dev									
Dimension 2: e-		vidual and group competence, identifying skill needs and skill gaps. Reviews							
Competences: Title									
+ generic	needs of the individual and the business. Coaches and / or mentors individuals and te								
description	address learning needs.								
Dimension 3: e-	Level 1								
Competence	1 1 2	District Control Park Inches and Laboratory Control Control							
proficiency levels	Level 2	Briefs / trains individuals and groups, holds courses of instruction.							
	Level 3								
	Level 4								
	Level 5								
Dimension 4:		T07: Can explain how technical improvements add value							
Knowledge and		T10: Can assess state of the art and best practices							
Skills		B05: Is committed to corporate strategy and aware of corporate culture							
		B09: Can work in a team							
		B12: Can explain (defend, argue, justify)							
		M03: Has knowledge of legal, environmental, labour, standards issues							





The e-Jobs Observatory is the collaborative platform for the promotion of excellence in e-Jobs, e-Skills and e-Competences

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