Content Manager

1. Role Description

Profile title	Content Manager	
Also known as	**Web Content Manager**	
Summary statement	A Content Manager takes care of the business perspectives of the website in planning, defining, organising structuring and controlling the web content	
Mission	Managing the web content, advertising, marketing in accordance with (if needed) cultural approach in order to increase, visits, orders….	
Responsibility	To collaborate with all content providers in the organisation or outside in order to deliver the optimal content	
Deliverables	**Accountable**	**Contributor**
	• Management of content (text, graphics, pictures audiovisual files)	• Integration of content
Main task/s	• Analyse of needs • Choice of editorial solution • Informations curation	
Environment	Usually works with the project manager. May also interact with technicians, such as programmers, webmasters, etc.	
KPI's	• Transformation rate visits, orders/subscriptions • Search engine optimization • Revisit rate	

2. Role Profile

2.1 Profile Summary

Area	N°	Competence	Importance	T01	T02	T03	T04	T05	B01	B02	B03	B04	B05	B06	B07	B08	B09	B10	B11	B12	M01	M02	M03	M04	M05
Plan	A.1.	I.S. and Business Strategy Alignment											X											X	X
	A.2.	Service Level Management			X						X	X											X		
	A.3.	Business Plan Development																X				X			
	A.4.	Product or Project Planning				X												X							
	A.5.	Architecture Design			X											X									
	A.6.	Application Design							X									X				X			
	A.7.	Technology and Market Watching		X									X												
	A.8.	Sustainable Development																							
Build	B.1.	Design and Development			X				X	X	X	X	X				X	X		X					
	B.2.	System Integration									X														
	B.3.	Testing									X	X							X						
	B.4.	Solution Deployment																						X	
	B.5.	Documentation Production									X														
Run	C.1.	User Support										X				X		X	X						
	C.2.	Change Support											X					X	X						
	C.3.	Service Delivery									X		X					X							
	C.4.	Problem Management																X	X	X					
Enable	D.1.	Information Security Strat Development																							
	D.2.	ICT Quality Strategy Development																			X				
	D.3.	Education and Training Provision											X		X		X				X				
	D.4.	Purchasing																			X				
	D.5.	Sales Proposal Development																X						X	
	D.6.	Channel Management																							
	D.7.	Sales Management																							
	D.8.	Contract Management																					X		
	D.9.	Personnal Development																							
	D.10	Information and Knowledge Management												X											
Manage	E.1.	Forecast Development											X					X			X				
	E.2.	Project and Portfolio Management											X				X				X			X	
	E.3.	Risk Management											X								X		X		X
	E.4.	Relationship Management					X						X	X	X	X								
	E.5.	Process Improvement					X						X					X							
	E.6.	ICT Quality Management																			X				
	E.7.	Business Change Management											X								X				
	E.8.	Information Security Management																							
	E.9.	IT Governance																							

Column legend (Technical T01–T05):
- T01: Has Knowledge of Netiquette, interactive virtual environments and social networks usages.
- T02: Has Knowledge of online usability requirements
- T03: Can promote and sell products or services online
- T04: Can create media elements (audio, graphics, video)
- T05: Can draft texts, clearly &concisely, with due regards for orthography and grammar

Column legend (Behavioural B01–B12):
- B01: Is creative, imaginative, artistic
- B02: Is ethical
- B03: Is precise and aware of details
- B04: Is customer orientated
- B05: Is committed to corporate strategy and aware of corporate culture
- B06: Has good interpersonal skills
- B07: Has presentation / moderation skills
- B08: Can communicate effectively (also in foreign language)
- B09: Can work in a team
- B10: Can seek, organize and synthetize
- B11: Can analyse
- B12: Can explain

Column legend (Business M01–M05):
- M01: Has knowledge of project management principles
- M02: Has knowledge of budget / estimating issues and practices
- M03: Has knowledge of legal, environemental, labour, standard issues
- M04: Has marketing knowledge
- M05: Can lead a tem

2.2 Detailed Profile

A. PLAN

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A.1. IS and Business Strategy Alignment

Dimension 2: e-Competences: Title + generic description	The web content manager is aware of long term business requirements and is able to implement requirements regarding the Information System model as communicated by the upper management. He acts as an important interface between the top management and the team. He is able to develop and implement strategic and innovative long term business solution	
Dimension 3: e-Competence proficiency levels	Level 1	
	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: Knowledge and Skills	✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ M04: Has marketing knowledge ✓ M05: Can lead a team	

A.2. Service level management

Dimension 2: e-Competences: Title + generic description	He negotiates final service level agreements (SLA) and contracts for services offered. He considers the needs and capacity of customers and business. He adapts the enterprise strategy to the SLA in order to achieve forecasted results	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Influences and prepares the final service level agreement (SLA) and accounts for the final content
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T02: Has knowledge of online usability requirements ✓ B03: Is precise and aware of details ✓ B04: Is custommer orientated ✓ M03: Has knowledge of legal, environemental, labour, standard issues	

A.3. Business Plan Development

Dimension 2: e-Competences: Title + generic description	The web content manager is responsible for the design and structure of a business or product plan (i.e. return on investment propositions, cost benefit analysis, marketing and sales strategy, SWOT analysis, etc.). He ensures the strategic application of technology for business benefit by developing enterprise-wide information architectures and processes. He communicates and sells this business plan to relevant stakeholders and addresses political, financial and organisational interests. He is responsible for the creation of an information systems strategy	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	

	Level 4	Provides leadership for the creation of an information systems strategy which meets the requirements of the business
	Level 5	
Dimension 4: Knowledge and Skills	✓ B10: Can seek, organize and synthetize ✓ M02: Has knowledge of budget / estimating issues and practices	

A.4. Specification Creation

Dimension 2: e-Competences: Title + generic description	In analysing and defining the current and target status of a content module, the web content manager estimates cost effectiveness and design decision templates. He is responsible for a complete project or product specifications (i.e. maintaining project diary and developing structure plans, timescales and milestone descriptions).	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Acts with wide ranging accountability to take responsibility for complete project or product specification
	Level 5	
Dimension 4: Knowledge and Skills	✓ T03: Can promote and sell products or services online ✓ B10: Can seek, organize and synthetize	

A.5. Systems Architecture

Dimension 2: e-Competences: Title + generic description	The web content manager contributes to a formal approach to implement ICT technology in line with business requirements. He therefore identifies the components required, hardware, software and technology platforms that need to be integrated to meet current and future needs of the product. He ensures that all technical aspects take account of interoperability, scalability and usability. He defines the strategy to implement ICT technology according to business need	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Acts with wide ranging accountability to define the strategy to implement ICT technology compliant with business need, and accounting for the current technology platform, obsolescent equipment and latest technological innovations
	Level 5	
Dimension 4: Knowledge and Skills	✓ T02: Has knowledge of online usability requirements ✓ B08: Can communicate effectivly (also in foreign language)	

A.6. Application Design

Dimension 2: e-Competences: Title + generic description	During the planning and specification process of the content module, the web content manager organises the design of an application in accordance with ICT policy and user or customer needs. He estimates costs of development, installation and maintenance and selects technical options for building the application. He integrates an application within a complex environment considering a large user perspective. He validates the models with representative users	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Manages and supervises correct integration of an application within a complex environment, integrating a large user perspective
	Level 5	
Dimension 4: Knowledge and Skills	✓ M02: Has knowledge of budget / estimating issues and practices ✓ B10: Can seek, organize and synthetize ✓ B01: Is creative, imaginative, artistic	

A.7. Technology Watching

Dimension 2: e-Competences: Title + generic description	The web content manager contributes added value by making steps towards improvements in efficiency, productivity quality or competitiveness of the developed content module or application. He is able to envision and articulate the solutions of the future because of his knowledge of new and emerging technologies. He gives advice to the leadership teams concerning the business and technology	
Dimension 3: e-Competence proficiency levels	Level 1	
	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: Knowledge and Skills	✓ T01: Has Knowledge of Netiquette, interactive virtual environments and social networks usages ✓ B05: Is commited to corporate strategy and aware of corporate culture	

B. BUILD

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B.1. Design and Development

Dimension 2: e-Competences: Title + generic description	He designs and engineers software modules and different components. He always considers the required specifications. He tests singular units and the whole system to ensure that all functional and performance criteria are met. He develops standard procedures and architectures to handle complexity	
Dimension 3: e-	Level 1	

Competence proficiency levels	Level 2	
	Level 3	
	Level 4	Handles complexity by developing standard procedures and architectures in support of cohesive product development
	Level 5	
Dimension 4: Knowledge and Skills	✓ T02: Has knowledge of online usability requirements ✓ T05: Can draft texts, clearly &concisely, with due regards for orthography and grammar ✓ B01: Is creative, imaginative, artistic ✓ B02: Is ethical ✓ B03: Is precise and aware of details ✓ B04: Is custommer orientated ✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ B09: Can work in a team ✓ B10: Can seek, organize and synthetize ✓ B12: Can explain	

B.2. Systems Integration

Dimension 2: e-Competences: Title + generic description	The web content manager specialist installs the hardware and software into an existing or proposed system. He creates an integration process and establishes internal standards. To ensure interoperability and integrity of the overall system functionality and reliability he complies with established processes and procedures. He considers the specification, capacity and compatibility of existing and new modules.	
Dimension 3: e-Competence proficiency levels	Level 1	
	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
	Level 5	
Dimension 4: Knowledge and Skills	✓ B03: Is precise and aware of details	

B.3. Testing

Dimension 2: e-Competences: Title + generic description	He has specialist knowledge to organise complex test procedures for IT systems or customer usability requirements. These tests ensure that all internal, external, national and international standards are met and that the performance of the new or revised components or systems conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users or maintainers and to evidence certification requirements	
Dimension 3: e-Competence proficiency levels	Level 1	
	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	✓ B03: Is precise and aware of details ✓ B04: Is custommer orientated ✓ B11: Can analyse

B.4. Solution Deployment

Dimension 2: e-Competences: Title + generic description	He is involved in the solution construction and the communication with the client. His field of activity includes the configuration (i.e. installation, upgrade, decommission) of hardware, software and the network to ensure the interoperability of system components. He follows predefined general standards of practice. The user gets a fully operational solution from him. He completes the documentation by recording all relevant information including equipment addresses, configuration and performance data. He gives advice on aligning work processes and procedures with software upgrades. But if required he also engages specialist resources (e.g. third party network providers)	
Dimension 3: e-Competence proficiency levels	Level 1	
	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: Knowledge and Skills	✓ M04: Has marketing knowledge ✓	

B.5. Technical Publications Development

Dimension 2: e-Competences: Title + generic description	He produces different documents according to the requirement of the project or application. He prepares the presentation by selecting the appropriate style and media and by describing the different function and features. The web content manager is also responsible for the document-management system and the update and validation of the existing documentation	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Decides appropriate document format by analysing requirements and/or creating custom-made templates
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B03: Is precise and aware of details	

C. RUN

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C.1. User support

Dimension 2: e-Competences: Title + generic description	After interpreting user problems he issues the relevant information to the user. He creates a solution database to resolve incidents faster. He ensures that agreed service levels are met, that the support is available within user business hours and that the service and system performance is improved continually. He is also responsible for the budget management	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Manages others activities and is accountable for ensuring that agreed service levels are met. Plans resource allocation to ensure support is available within user business hours. Acts creatively, and seeks opportunities for continuous service improvement by analysing root causes. Manages costs to budget
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B04: Is custommer orientated ✓ B08: Can communicate effectivly (also in foreign language) ✓ B11: Can analyse ✓ B12: Can explain	

C.2. Change support

Dimension 2: e-Competences: Title + generic description	He implements and provides guidance for the evolution of an IT solution. He controls and schedules all modifications of software or hardware to prevent an unpredictable outcome because of multiple upgrades. He maintains coherence to the service level agreement by responding systematically to day by day operational needs, reacting to them and by avoiding service disruptions	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ B11: Can analyse ✓ B12: Can explain	

C.3. Service Delivery

Dimension 2: e-Competences: Title + generic description	The web content manager acts systematically to analyse performance data and communicates these findings to his senior colleagues. He handles monitoring and management tools such as Scripts and Procedures. He updates the operational document library and logs all operational events. He ensures a stable and secure application and ICT infrastructure by escalating potential service level failures and recommending actions for service improvement	
Dimension 3: e-	Level 1	

Competence proficiency levels	Level 2	Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B11: Can analyse ✓ B03: Is precise and aware of details ✓ B05: Is commited to corporate strategy and aware of corporate culture	

C.4. Problem Management

Dimension 2: e-Competences: Title + generic description	He is able to identify failures and the root cause of incidents within the Information System rapidly, to resolve them and to prevent a recurrence of them by documenting these problems for future analysis. He meets emergency incidents by allocating well trained human resources, tools and diagnostic equipment. He constructs escalation processes to ensure that appropriate resources can be applied to each incident	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides leadership and is accountable for the entire problem management process. Schedules and ensures well trained human resources, tools, and diagnostic equipment are available to meet emergency incidents. Has depth of expertise to anticipate critical component failure and make 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	✓ B10: Can seek, organize and synthetize ✓ B11: Can analyse ✓ B12: Can explain	

D.Enable

D.2. ICT Quality Strategy Development

Dimension 2: e-Competences: Title + generic description	He is responsible for the ICT quality management system. He identifies critical processes that influence the service delivery and product performance. He satisfies customer expectations and improves business performance by defining, improving and refining the strategy. He formulates objectives for service management and product and process quality. The web content manager leverages and authorises the application of external standards and best practices.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Exploits wide ranging specialist knowledge to leverage and authorise the application of external standards and best practices
	Level 5	
Dimension 4: Knowledge and Skills	✓ M01: Has knowledge of project management principles	

D.3. Education and Training Provision

Dimension 2: e-Competences: Title + generic description	The web content manager is responsible for the ICT training policy. That includes the definition, the implementation, the organisation, the structuring and scheduling of different training programmes and its evaluation. After the implementation he aspires to improvement and adaptation. He always considers training needs and organisation requirements	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Organises the identification of training needs; collates organisation requirements, identifies, selects and prepares schedule of training intervention
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ B07: Has presentation / moderation skills ✓ B09: Can work in a team ✓ M01: Has knowledge of project management principles	

D.4. Purchasing

Dimension 2: e-Competences: Title + generic description	He is responsible for the application of the organisations procurement policies and the process enhancement. He ensures a consistent procurement procedure that adds business value to the organisation. That means that he is responsible for specification requirements, supplier identification, proposal analysis, contract negotiation, supplier selection and contract placement	
Dimension 3: e-Competence proficiency levels	Level 1	
	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	✓ M01: Has knowledge of project management principles	

D.5. Sales Proposal Development

Dimension 2: e-Competences: Title + generic description	The web content manager is responsible for the organisations capacity to deliver and the development of technical proposals to meet customer solution requirements ideally. He acts as a "consultative seller" by interpreting and influencing customer needs and the reference business contexts	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Interprets and influences customer needs and the reference business contexts, proposes consultancy projects, in order to provide the ideal customer solutions, i.e. behaves as a "consultative seller"
	Level 5	

Dimension 4: Knowledge and Skills	✓ B10: Can seek, organize and synthetize ✓ M04: Has marketing knowledge ✓

D.8. Contract Management

Dimension 2: e-Competences: Title + generic description	The regular communication with the supplier and the compliance of the supplier contract are his fields of responsibility. He provides and negotiates a contract in accordance with organisational processes and ensures the adherence to it (e.g. quality standards, time of delivery). He also maintains budget integrity and checks that the supplier complies with legal and health and safety standards.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides leadership for supplier contract compliance and is the final escalation point for issue resolution
	Level 5	
Dimension 4: Knowledge and Skills	✓ M03: Has knowledge of legal, environemental, labour, standard issues ✓ B07: Has presentation / moderation skills	

E. Manage

E.1. Forecast Development

Dimension 2: e-Competences: Title + generic description	He interprets market needs and the acceptance of products/services. He applies relevant metrics to support different departments (e.g. production, marketing, sales and distribution) in the decision-making process. He understands the global marketplace to identify and evaluate relevant inputs from the business, political and social context	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Acts with wide ranging accountability for the production of a longterm forecast. Understands the global marketplace, identifying and evaluating relevant inputs from the broader business, political and social context
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ B11: Can analyse ✓ M01: Has knowledge of project management principles	

E.2. Project and Portfolio Management

Dimension 2: e-Competences: Title + generic description	He has knowledge of project management. That means that he is able to define activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to meet identified business needs by implementing new, internal or external defined processes. Sometimes he takes the overall responsibility for an ICT project (i.e. outcomes, finance, resource management, time management). He also creates and maintains documents to facilitate the monitoring of project progress	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	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 commited to corporate strategy and aware of corporate culture ✓ B10: Can seek, organize and synthetize ✓ M01: Has knowledge of project management principles ✓ M04: Has marketing knowledge	

E.3. Risk Management

Dimension 2: e-Competences: Title + generic description	He implements the risk management considering information systems, all the possible constraints (including technical, economic and political issues) and the application of the enterprise defined risk management policy and procedure. He assesses risk and documents potential risk and containment plans	
Dimension 3: e-Competence proficiency levels	Level 1	
	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
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ M01: Has knowledge of project management principles ✓ M03: Has knowledge of legal, environemental, labour, standard issues ✓ M05: Can lead a team	

E.4. Relationship Management

Dimension 2: e-Competences: Title + generic description	He is responsible for a positive business relationship between the client and the internal or external provider deploying and complying with organisational processes. He maintains a regular communication with them and he is familiar with their environment. He ensures that all the needs, concerns and also complaints of the client, partner and supplier are understood and addressed in accordance with organisational policy. He authorises the investment in new and existing relationships	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides leadership for large or many client relationships. Authorises investment in new and existing relationships. Leads the design of a workable procedure for maintaining positive business relationships
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ B07: Has presentation / moderation skills ✓ B08: Can communicate effectivly (also in foreign language) ✓ B09: Can work in a team ✓ T05: Can draft texts, clearly & concisely, with due regards for orthography and grammar	

E.5. Process improvement

Dimension 2: e-Competences: Title + generic description	The web content manager researches and benchmarks ICT processes. He evaluates, designs and implements process or technology changes systematically for measurable business benefit. He measures the effectiveness of existing ICT processes. He implements innovations and improvements to enhance competitiveness and efficiency. He persuades the senior management of potential changes	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides leadership and authorises implementation of innovations and improvements that will enhance competitiveness or efficiency. Demonstrates to senior management the business advantage of potential changes
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is commited to corporate strategy and aware of corporate culture ✓ B10: Can seek, organize and synthetize ✓ T05: Can draft texts, clearly & concisely, with due regards for orthography and grammar	

E.6. ICT Quality Management

Dimension 2: e-Competences: Title + generic description	He is responsible for the implementation and assurance of the ICT quality policy and the continuous quality improvement. He plans and defines indicators to manage the quality with respect to ICT strategy and to review the performance. He provides leadership for quality policy implementation and for setting and exceeding quality standards	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	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: Knowledge and Skills	✓ M01: Has knowledge of project management principles	

E.7. Business Change Management

Dimension 2: e-Competences: Title + generic description	He assesses the implication of new IT solutions. He identifies methods and standards that can be deployed to meet defined change requirements. Structural and cultural issues are taken into account. He quantifies the business benefits and maintains business and process continuity throughout change and monitoring the impact for example	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Evaluates change requirements and exploits specialist skills to identify possible methods and standards that can be deployed
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ M01: Has knowledge of project management principles ✓ B05: Is commited to corporate strategy and aware of corporate culture	