Webmaster

1. Role Description

Profile title	Webmaster
Also known as	**Web architect, web developer, site author, website administrator, or webmistress for females**
Summary statement	A webmaster is responsible for the setup and operation of one or more websites.
Mission	To contribute to the success of the enterprise by providing and maintaining an online presence for marketing and customer interaction
Responsibility	Webmaster is the most common and most ancient job in the internet world. Master of the Website, the webmaster is etymologically in charge of most of the tasks concerning the website: defining the objective, specifications, technical approach, technical implementation, content development, defining and producing the information, analysing and promoting the audience. In small SMEs (which represent the majority of the market), the webmaster is often the only web-related collaborator. In larger companies, the webmaster can be part of a team gathering other technical and content specialist functions (such as web designer, 2D-3D specialist, web developer). He is also the interface between the public and the company and the contact point with the company, answering questions from the public or transferring them to the relevant department of the company.

Deliverables	Accountable	Contributor
	- Website availability - Website security - Website operation and maintenance - Collection of analytics data	- Website design specification - Website development plan - Security plan - Data-protection plan

Main task/s	- Ensuring that the web servers, hardware and software are operating accurately - Contributing to the design of the website(s) - Generating and revising web pages - Replying to user comments - Ensuring technical stability and security of the website(s) - Perform maintenance, updates, and implementing technical revisions, when necessary - Examining traffic through the site
Environment	Usually works in, and is often head of, a team alongside other technicians, such as web designers, database administrators, reporting, in many instances to the Chief Technical Officer (CTO).
KPI's	- Run-time duration - Level of security - Website availability - Website reliability - Website accessibility - Technical response times - Load management levels

2. Role Profile

2.1 Profile Summary

Profile		Webmaster		Technical					Behavioural												Business				
Area	No.	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	IS and Bus. Strat. Alignment											X												
	A.2	Service Level Management																							
	A.3	Business plan Development																				X			
	A.4	Product/Project Planning						X				X										X			
	A.5	Design Architecture			X		X																		
	A.6	Application Design			X		X		X										X		X				
	A.7	Technology Watching		X																					
	A.8	Sustainable Development																							
Build	B.1	Design & Development		X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	B.2	Systems Integration		X								X													
	B.3	Testing			X							X													
	B.4	Solution Development		X	X		X	X																	
	B.5	Document Production						X								X									
Run	C.1	User Support		X	X								X												
	C.2	Change Support																	X						
	C.3	Service Delivery									X		X							X					
	C.4	Problem Management																X	X						
Enable	D.1	Info Sec. Strat. Development		X																			X		
	D.2	ICT Qual. Strat. Development																					X		
	D.3	Educ. & Training Provision																							
	D.4	Purchasing												X		X			X						
	D.5	Sales Proposal Development												X		X			X						
	D.6	Channel Management																							
	D.7	Sales Management																							
	D.8	Contract Management												X		X			X				X		
	D.9	Personnel Development																							
	D.10	Info. & Knowledge Mgmt																							
Manage	E.1	Forecast Development												X		X			X						
	E.2	Project & Portfolio Mgmt																	X		X	X			X
	E.3	Risk Management										X						X	X						
	E.4	Relationship Management		X	X							X			X	X	X	X	X						
	E.5	Process Improvement		X	X														X						
	E.6	ICT QM		X	X														X				X		
	E.7	Business Change Mgmt										X													
	E.8	Info. Sec. Management																					X		
	E.9	IT Governance																							

Column legend (Technical):
- T01: Has knowledge of netiquette, interactive virtual env., social networks, e...
- T02: Has knowledge of online usability requirements
- T03: Can promote and sell products or services online
- T04: Can create media elements
- T05: Can draft texts, clearly, concisely, correctly

Column legend (Behavioural):
- B01: Is creative, imaginative, artistic
- B02: Is ethical
- B03: Is precise and aware of details
- B04: Is customer oriented
- B05: Is committed to corporate strategy and aware of corporate culture
- B06: Has good interpersonal skills
- B07: Has presentation/moderation skills
- B08: Can communicate (including in foreign languages if useful)
- B09: Can work in a team
- B10: Can seek, organize and synthesize
- B11: Can analyse (assess, evaluate, critique, test)
- B12: Can explain (defend, argue, justify)

Column legend (Business):
- M01: Has knowledge of project management principles
- M02: Has knowledge of budgeting/estimating issues and practices
- M03: Has knowledge of legal, environmental, labour, standards issues
- M04: Has marketing knowledge
- M05: Can lead a team

2.2 Detailed Profile

<table>
<tr><td colspan="3">A. PLAN</td></tr>
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A.1. IS and Business Strategy Alignment

Dimension 2: e-Competences: Title + generic description	The webmaster supports the definition and setting of applicable service-level agreements (SLA) and underpinning contracts for services offered. S/he helps negotiate service-performance levels taking into account the needs and capactiy of customers and business.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Is aware of long term requirements and can make input to the upper management on ICT policy decisions. Can report incoherencies to the upper management.
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05 Is committed to corporate strategy and aware of corporate culture	

A.3. Business Plan Development

Dimension 2: e-Competences: Title + generic description	The webmaster 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 is able to analyse the market environment. 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.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Exploits specialist knowledge to provide analysis of market environment etc.
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ M02 Has knowledge of budgeting/estimating issues and practices	

A.4. Product/Project Planning

Dimension 2: e-Competences: Title + generic description	In analysing and defining the current and target status of a content module, the webmaster acts systematically in estimating cost effectiveness and design decision templates. He maintains a project diary and exploits specialist knowledge in the specification development to create and maintain standard and complex documents of the project or content module (such as structure plans, timescales, milestone descriptions).	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to document standard and simple elements of product or project.
	Level 3	Exploits knowledge in specification development to create and maintain complex documents of the project or product.
	Level 4	
	Level 5	

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Dimension 4: Knowledge and Skills	✓ T05 Can draft texts, clearly, concisely, correctly ✓ B04 Is customer oriented ✓ M02 Has knowledge of budgeting/estimating issues and practices

A.5. Architecture Design

Dimension 2: e-Competences: Title + generic description	The webmaster 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 is able to define ICT technology and specification to be deployed in multiple IT projects. He ensures that all technical aspects take account of interoperability, scalability and usability.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to define relevant ICT technology and specifications to be deployed in the construction of multiple IT projects, applications or infrastructure improvements.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T02 Has knowledge of online usability requirements ✓ T04 Can create media elements	

A.6. Architecture Design

Dimension 2: e-Competences: Title + generic description	During the planning and specification process of the content module, the webmaster organises the overall planning of the design of the module or 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 validates the models with representative users. He ensures that the application is correctly integrated within a complex environment.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Organises the overall planning of the design of the application.
	Level 3	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T02 Has knowledge of online usability requirements ✓ T04 Can create media elements ✓ B01 Is creative, imaginative, artistic ✓ B11 Can analyse (assess, evaluate, critique, test) ✓ M01 Has knowledge of project management principles	

A.7. Technology & Market Trends Watching

Dimension 2: e-Competences: Title + generic description	The webmaster is aware of technology improvements in his field of competence and is able to integrate them into specification of the application or content module. He therefore 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 identify the articulations between emerging technologies and business requirements in accordance with long term strategy.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Is aware of technology improvements in his field of competence and is able to integrate them, if necessary, in his production in accordance with specifications.

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	Level 3	Is actively looking out for new technology improvements in his field of competence. Can identify the articulations between emerging technologies and business requirements in accordance with long term strategy.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc.	

B.1. Design and Development

Dimension 2: e-Competences: Title + generic description	The webmaster acts systematically and creatively to develop, design, engineer and integrate software modules and different components into a larger product. 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-Competence proficiency levels	Level 1	
	Level 2	Systematically develops small components or modules.
	Level 3	Acts creatively to develop and integrate components into a larger product.
	Level 4	Handles complexity by developing standard procedures and architectures in support of cohesive product development.
	Level 5	
Dimension 4: Knowledge and Skills	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ T02 Has knowledge of online usability requirements ✓ T04 Can create media elements ✓ T05 Can draft texts, clearly, concisely, correctly ✓ B01 Is creative, imaginative, artistic ✓ B02 Is ethical ✓ B03 Is precise and aware of details ✓ B04 Is customer oriented ✓ B05 Is committed to corporate strategy and aware of corporate culture ✓ B06 Has good interpersonal skills ✓ B07 Has presentation/moderation skills ✓ B08 Can communicate (including in foreign languages if useful) ✓ B09 Can work in a team ✓ B10 Can seek, organize and synthesize ✓ B11 Can analyse (assess, evaluate, critique, test) ✓ B12 Can explain (defend, argue, justify) ✓ M01 Has knowledge of project management principles ✓ M02 Has knowledge of budgeting/estimating issues and practices ✓ M03 Has knowledge of legal, environmental, labour, standards issues	

B.2. Systems Integration

Dimension 2: e-Competences: Title + generic description	The webmaster installs the hardware and software into an existing or proposed system. 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	Accounts for own and others actions in the integration process. Complies with appropriate standards and change control procedures to maintain integrity of the overall system functionality and reliability.

	Level 4	
	Level 5	
Dimension 4: *Knowledge and* *Skills*	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ B03 Is precise and aware of details	

B.3. Testing

Dimension 2: e- *Competences: Title* *+ generic* *description*	He has specialist knowledge to organise complex testing programmes 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 omponents 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	Organises test programmes and builds scripts to stress test likely vulnerabilities. Records and reports outcomes providing analysis of results.
	Level 3	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 4	
	Level 5	
Dimension 4: *Knowledge and* *Skills*	✓ T02 Has knowledge of online usability requirements ✓ B03 Is precise and aware of details	

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. He builds or deconstructs system elements in a complex environment. He identifies non performing components and establishes root cause of failure within the overall solution. 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 supports his less experienced colleagues and 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	Acts systematically to build or deconstruct system elements in a complex environment. Identifies non performing components and establishes root cause of failure within the overall solution. Provides support to less experienced colleagues.
	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*	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ T02 Has knowledge of online usability requirements ✓ T04 Can create media elements ✓ T05 Can draft texts, clearly, concisely, correctly	

B.5. Technical Publications Development

Dimension 2: e-Competences: Title + generic description	He takes input from technical authors to organise the production of 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 webmaster 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	Organises the production of documents taking input from technical authors.
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T05 Can draft texts, clearly, concisely, correctly ✓ B08 Can communicate (including in foreign languages if useful)	

C. RUN

C.1. User support

Dimension 2: e-Competences: Title + generic description	After interpreting user problems by applying different questioning techniques 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 works together with senior operatives to solve complex and unresolved incidents. He is also responsible for the budget management.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to interpret user problems. Applies questioning techniques to clarify and understand the underlying user issue. Relates user symptoms to known solutions using experience of interrogating a solution database. Escalates complex or unresolved incidents to a more senior operative. Records and tracks issue from outset to conclusion.
	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	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ T02 Has knowledge of online usability requirements ✓ B04 Is customer oriented	

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 controls the application of functional updates, software or hardware additions and maintenance activities to ensure the integrity of the system.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits skills to ensure integrity of the system by controlling the application of functional updates, software or hardware additions and maintenance activities. Scrupulously maintains records of system configuration and the schedule for proposed changes.

	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B11 Can analyse (assess, evaluate, critique, test)	

C.3. Service Delivery

Dimension 2: e-Competences: Title + generic description	The webmaster 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-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	✓ 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)	

C.4. Problem Management

Dimension 2: e-Competences: Title + generic description	He has specialist knowledge and understands the IT infrastructure and problem management process. He is able to identify failures and the root cause of incidents within the Information System rapidly, to resolve (i.e. repair, replace or reconfigure) them with minimum outage and to prevent a recurrence of them by documenting these problems for future analysis.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge and in depth understanding of the IT infrastructure and problem management process to identify failures and resolve with minimum outage. Makes sound decisions in emotionally charged environments on appropriate action required to minimise business impact. Rapidly identifies failing component, selects alternatives such as repair, replace or reconfigure.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B10 Can seek, organize and synthesize ✓ B11 Can analyse (assess, evaluate, critique, test)	

D. ENABLE

D.1. Information Security Strategy Development

Dimension 2: e-Competences: Title + generic description	He is responsible for the Information Security Management. That means that he ensures safety and security of information by defining a formal organisational strategy scope and culture. He uses defined standards and best practices to create objectives for information integrity, availability and data privacy.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	

	Level 3	
	Level 4	Exploits depth of expertise and leverages external standards and best practices.
	Level 5	
Dimension 4: Knowledge and Skills	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ M03 Has knowledge of legal, environmentla, labour, standards issues	

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 webmaster 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	✓ M03 Has knowledge of legal, environmental, labour, standards issues	

D.4. Purchasing

Dimension 2: e-Competences: Title + generic description	The webmaster acts systematically and creatively to develop, design, engineer and integrate software modules and different components into a larger product. 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-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to deploy the purchasing process, ensuring positive commercial relationships with suppliers. Selects suppliers, products and services by evaluating performance, cost, timeliness and quality. Decides contract placement and complies with organisational policies.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B06 Has good interpersonal skills ✓ B08 Can communicate (including in a foreign language, if useful) ✓ B11 Can analyse (assess, evaluate, critique, test)	

D.5. Sales Proposal Development

Dimension 2: e-Competences: Title + generic description	The webmaster is responsible for the organisations capacity to deliver and the development of technical proposals to meet customer solution requirements. He integrates these solutions in a complex technical environment and ensures feasibility and technical validity.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Acts creatively to develop proposal incorporating a complex solution. Customises solution in a complex technical environment and ensures feasibility and technical validity of customer offer.

	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B06 Has good interpersonal skills ✓ B08 Can communicate (including in a foreign language, if useful) ✓ B11 Can analyse (assess, evaluate, critique, test)	

D.8. Contract Management

Dimension 2: e-Competences: Title + generic description	The performance of the complete supply chain and the regular communication with the supplier 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	Evaluates supplier contract performance by monitoring performance indicators. Assures performance of the complete supply chain. Influences the terms of contract renewal.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B06 Has good interpersonal skills ✓ B08 Can communicate (including in a foreign language, if useful) ✓ B11 Can analyse (assess, evaluate, critique, test) ✓ M03 Has knowledge of legal, environmental, labour, standards issues	

E. MANAGE

E.1. Forecast Development

Dimension 2: e-Competences: Title + generic description	He uses market inputs (e.g. market needs, acceptance of products/services) and assesses the organisations production and selling capabilities to make short-term forecasts. He applies relevant metrics to support different departments (e.g. production, marketing, sales and distribution) in the decision-making process.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits skills to provide shortterm forecast using market inputs and assessing the organisations production and selling capabilities.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B06 Has good interpersonal skills ✓ B08 Can communicate (including in a foreign language, if useful) ✓ B11 Can analyse (assess, evaluate, critique, test)	

E.2. Project and Portfolio Management

Dimension 2: e-Competences: Title + generic description	He understands and applies the principle of project management. That means that he defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to apply methodologies, tools and processes. He is able to meet identified business needs by implementing new, internal or external defined processes. He makes choices, gives instructions and bears responsibility for a team (i.e. relationship within the team, team objectives). 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-	Level 1	

Competence proficiency levels	Level 2	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.
	Level 3	Accounts for own and others activities, working within the project boundary, making choices and giving instructions; manages and supervises relationships within the team; plans and establishes team objectives and outputs and documents results.
	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	✓ B11 Can analyse (assess, evaluate, critique, test) ✓ M01 Has knowledge of project management principles ✓ M02 Has knowledge of budgeting/estimating issues and practices ✓ M05 Can lead a team	

E.3. Risk Management

Dimension 2: e-Competences: Title + generic description	He implements the risk management considering information systems and the application of the enterprise defined risk management policy and procedure. He understands and applies the principles of risk management (i.e. assesses risk, documents potential risk and containment plans) and is able to investigate ICT solutions to mitigate identified risks. He evaluates, manages and ensures the validation of exceptions and audits ICT processes and environment.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.
	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	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05 Is committed to corporate strategy and aware of corporate culture ✓ B10 Can seek, organize and synthesize ✓ B11 Can analyse (assess, evaluate, critique, test)	

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 accounts for his own and others actions in managing a limited client base.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Accounts for own and others actions in managing a limited client base.
	Level 4	
	Level 5	

Dimension 4: Knowledge and Skills	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ T02 Has knowledge of online usability requirements ✓ B05 Is committed to corporate strategy and aware of corporate culture ✓ B07 Has presentation/moderation skills ✓ B08 Can communicate (including in foreign languages if useful) ✓ B09 Can work in a team ✓ B10 Can seek, organize and synthesize ✓ B11 Can analyse (assess, evaluate, critique, test)

E.5. Process Improvement

Dimension 2: e-Competences: Title + generic description	The webmaster researches and benchmarks existing ICT processes and solutions in order to define possible innovations. He evaluates, designs and implements process or technology changes systematically for measurable business benefit. He measures the effectiveness of existing ICT processes and makes reasoned recommendations.	
Dimension 3: e-Competence proficiency levels	Level 1	
	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: Knowledge and Skills	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ T02 Has knowledge of online usability requirements ✓ B11 Can analyse (assess, evaluate, critique, test)	

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 evaluates these indicators to propose remedial action.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Evaluates quality management ndicators and processes based on ICT quality policy and proposes remedial action.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T01 Has knowledge of netiquette, interactive virtual env., social networks, etc. ✓ T02 Has knowledge of online usability requirements ✓ B11 Can analyse (assess, evaluate, critique, test) ✓ M03 Has knowledge of legal, environmental, labour, standards issues	

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	✓ B05 Is committed to corporate strategy and aware of corporate culture	

E.8. Information Security Management

Dimension 2: e-Competences: Title + generic description	He is responsible for the information security policy. That includes its implementation and the analysis and management of security risks with respect to the enterprise data and information. His field of activity also contains the review of security incidents and the formulation of recommendations for the continuous security enhancement. He investigates and instigates remedial measures to address any security breaches.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Evaluates security management measures and indicators and decides if compliant to information security policy. Investigates and instigates remedial measures to address any security breaches.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ M03 Has knowledge of legal, environmental, labour, standards issues	