Online Community Manager

1. Role Description

Profile title	Online Community Manager	
Summary statement	Provides an interactive environment in which users, customers and colleagues can collaborate together.	
Mission	Create and maintain such collaborative applications as wikis and forums in order to foster a sense of community surrounding the enterprise. Work in tandem with Customer Support and/or Hotline Operators to provide support and knowledge sharing for the issue ticketing system.	
Responsibility	The ability for customers and users to quickly and effectively resolve issues and questions, and to provide a feedback mechanism for the enterprise.	
Deliverables	**Accountable**	**Contributor**
	- Wiki. - Forum. - Internet Chat. - Ticketing System. - External email accounts (user support, questions, etc).	- Infrastructure planning. - Hotline Operator support.
Main task/s	- Provide collaboration tools. - Respond to incoming requests and questions. - Follow-up customer and user requests. - Moderation of forums. - Management of ticketing system.	
Environment	Usually works in tandem with infrastructure and internal development teams. Spends much of their time online, validating the effectiveness of the collaboration tools.	
KPI's	- Customer satisfaction. - Number of outstanding emails / tickets. - Rate of email / ticket closure. - Forum activity.	

2. Role Profile

2.1 Profile Summary

Area	No.	ONLINE COMMUNITY MANAGER — Competence	Importance	Technical					Behavioural												Business				
				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																							
	A.2	Service Level Management																							
	A.3	Business plan Development					x									x									
	A.4	Product/Project Planning					x					x													
	A.5	Design Architecture																							
	A.6	Application Design																							
	A.7	Technology Watching																x							
	A.8	Sustainable Development																							
Build	B.1	Design & Development					x		x			x			x	x	x	x		x					
	B.2	Systems Integration								x															
	B.3	Testing																	x						
	B.4	Solution Development																							
	B.5	Document Production																							
Run	C.1	User Support																							
	C.2	Change Support																							
	C.3	Service Delivery								x									x						
	C.4	Problem Management																	x						
Enable	D.1	Info Sec. Strat. Development																							
	D.2	ICT Qual. Strat. Development																							
	D.3	Educ. & Training Provision																							
	D.4	Purchasing																							
	D.5	Sales Proposal Development																							
	D.6	Channel Management							x																
	D.7	Sales Management																						x	
	D.8	Contract Management																							
	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						
	E.4	Relationship Management										x		x				x							
	E.5	Process Improvement															x		x						
	E.6	ICT QM																							
	E.7	Business Change Mgmt										x													
	E.8	Info. Sec. Management																							
	E.9	IT Governance																							

Column legend (Technical):
- T01: Has knowledge of netiquette, interactive virtual environments and social networks use
- 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 and concisely, with due regard for orthography and grammar

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 effectively (also in foreign languages)
- B09: Can work in a team
- B10: Can seek, organize and synthesize
- B11: Can analyse
- B12: Can explain

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

A. PLAN

A.3. Business Plan Development

Dimension 2: e-Competences: Title + generic description	The online community manager is responsible for the design and structure of a community communication plan (a component of the overall communication plan). He is able to understand the market environment. He uses web technology for business benefit by deploying information architectures and processes. He communicates and sells this community communication plan to relevant stakeholders.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to provide understanding of market environment etc.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T05: Can draft texts, clearly and concisely, with due regard for orthography and grammar ✓ B08: Can communicate (including in foreign languages if useful)	

A.4. Specification Creation

Dimension 2: e-Competences: Title + generic description	In analysing and defining the current and target status of a community communication plan, the online community manager 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 community communication project (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 project.
	Level 3	Exploits specialist knowledge in specification development to create and maintain complex documents of the project.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B04: Is customer-orientated ✓ T05: Can draft texts, clearly and concisely, with due regard for orthography and grammar	

A.7. Technology & Market Trends Watching

Dimension 2: e-Competences: Title + generic description	The online community manager is aware of technology improvements and market trends in his field of competence and is able to integrate them into specification of the community communication plan. He therefore contributes added value by making steps towards improvements in sales effectiveness, productivity quality or competitiveness of the website or web application. He is able to identify the articulations between emerging technologies and market requirements in accordance with communication 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 planning in accordance with specifications.
	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 overall communication plans.
	Level 4	

	Level 5	
Dimension 4: Knowledge and Skills	✓ B10: Can seek, organize and synthesize	

B. BUILD

B.1. Design and Development

Dimension 2: e-Competences: Title + generic description	The online community manager may participate in the integration of online communication modules and components into a website or web application. In doing so, he always considers the required specifications. He may test singular units and the whole system to ensure that all functional and performance criteria are met.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Systematically develops small components or modules.
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T05: Drafts texts, clearly & concisely, with due regard for orthography & grammarB01: Has creativity and imagination ✓ B10: Can seek, organize and synthesize ✓ B04: Is customer-orientated ✓ B08: Can communicate (including in foreign languages if useful) ✓ B09: Is able to work in a team ✓ B12: Can explain (defend, argue, justify) ✓ B07: Has presentation and moderation skills ✓ B03: Is precise and aware of details	

B.2. Systems Integration

Dimension 2: e-Competences: Title + generic description	The online community manager may install the web communication modules 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	✓ 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 web communication modules and 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 conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users, maintainers and to evidence certification requirements.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Organises test programmes, 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, maintainers. Accountable for compliance with testing procedures including a documented audit trail.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B11: can analyse	

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 online community manager is also responsible for the document-management system and the update and validation of the existing documentation relative to communicating with online communities.	
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		

C. RUN

C.3. Service Delivery

Dimension 2: e-Competences: Title + generic description	The online community 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 web communication application and 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	✓ B11: can analyse ✓ B03: Is precise and aware of details	

C.4. Problem Management

Dimension 2: e-Competences: Title + generic description	He has specialist online communication related knowledge and understands the underlying IT infrastructure and problem management process. He is able to identify failures and the root cause of incidents within the online communication campaign or strategy 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-	Level 1	

Competence proficiency levels	Level 2	
	Level 3	Exploits specialist online communication related knowledge and in depth understanding of the underlying 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	✓ B11: can analyse	

D. ENABLE

D.6. Channel Management

Dimension 2: e-Competences: Title + generic description	The online community manager manages online communication campaigns directed at specific communities. He ensures optimum commercial performance of the online communication channels in coherence with the business and marketing strategy.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Acts creatively to influence the establishment of online communities. Manages online communication channels to maximise business performance.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B01: Is creative, imaginative, artistic	

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 organisation's communication needs 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 short-term forecast using market inputs and assessing the organisations communication needs.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T03: Can promote and sell products or services online ✓ B10: Can seek, organize and synthesize ✓ M04: Has marketing knowledge	

E.2. Project and Portfolio Management

Dimension 2: e-Competences: Title + generic description	He understands and applies the principles 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 online communication 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	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	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B11: Can analyse ✓ 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 with regard to online communication 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 solutions to mitigate identified risks. He evaluates, manages and ensures the validation of exceptions and audits online communication processes and environment.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Understands and applies the principles of risk management and investigates 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 online communication processes and environment.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B11: Can analyse ✓ B03: Is committed to corporate strategy and aware of corporate culture	

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	✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B09: Can work in a team ✓ B07: Has presentation and moderation skills	

E.5. Process improvement

Dimension 2: e-Competences: Title + generic description	The online community manager researches and benchmarks existing online sales processes and solutions in order to define possible innovations. He measures the effectiveness of existing online communication processes and makes reasoned recommendations.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to research existing online communication processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B11: Can analyse ✓ B10: Can seek, organize and synthesize	

E.6. ICT Quality Management

Dimension 2: e-Competences: Title + generic description	He is responsible for the implementation and assurance of the online communication quality policy and the continuous quality improvement. He plans and defines indicators to manage the quality with respect to online communication 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 indicators and processes based on online communication quality policy and proposes remedial action.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		

E.7. Business Change Management

Dimension 2: e-Competences: Title + generic description	He assesses the implication of new online communication 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	