

Technical Competency Framework for Information Management (IM)

Office of the Chief Information Officer (OCIO)

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IM Competency Framework

The framework contains four technical competencies, which are specific behaviours and skills that are generally relevant to all Information Management (IM) positions irrespective of department/division/branch, work function and position.

The framework contains the following four competencies. These competencies have been adopted and modified from ARMA International and industry research as well as internal focus groups and interviews to address the competency needs within the Government of Newfoundland and Labrador.

- Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.
- Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.
- Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.
- Information Technology: Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.
- Leadership and/or Management Competencies: <http://www.intranet.gov.nl.ca/learning/lmdcourses.asp>): The knowledge, skills, and abilities necessary to successful performance as a leader and manager regardless of your department.

Each competency has several behavioural indicators associated with it which describe what the competency looks like in practice. The indicators reflect the behaviours within the six newly classified IM positions. These include:






- IM Technician I;
- IM Technician II;
- IM Technician III;
- ECM Coordinator;
- IM Analyst; and
- Senior IM Analyst.

The behavioural indicators typically vary by position and level within the framework. The behaviours associated with a particular position are generally cumulative of the behaviours associated with the position in a previous level within the same job family.

The following table provides an overview of positions and the associated classification level.

Level	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
Overview	Provides technical, IM and administrative support	Provides advanced technical, IM and administrative support. Provides work flow coordination, guidance and/or direction	Provides advanced technical, IM and administrative support. Provides supervision and guidance to employees	Provides technical, advisory, analytical and IM work	Advisory and analytical professional	Advanced advisory and analytical professional
Classification Level	GS-23	GS-28	GS-32	GS-34	GS-38	GS-40

The following IM Technical Competency Profile diagram provides an overview of the competencies that are described in the framework to follow.

1: IM Practices	2: Risk Management	3: IP Practices	4: Information Technology	5. Core Competencies
				
IM Policy Development and Application IM Operational Processes Organize, Analyze and Evaluate Data and/or Processes Manage IM Resource Tools Knowledge Transfer	Disaster Recovery Maintain, Protect and Preserve Information Risk Assessment / Audit	Security Procedures Policy Development and Application Compliance	Utilizing IT Software Applications Reprographics and Imaging Equipment	See Leadership and Management Development Strategy for Core Competencies

Competency 1: Information Management (IM) Practices

1. IM Policy Development and Implementation: This competency includes the knowledge needed to support, develop, implement and monitor IM policy, legislation and standards.
2. IM Operational Processes: This competency includes a wide range of behaviours from the implementation of existing process to the development and management of these processes.
3. Organize, Analyze and Evaluate Data and/or Processes: This competency includes the ability to identify information needs, analyze those needs, and recommend solutions that address users and/or department needs. It also includes the statistical knowledge needed in analyzing and evaluating departmental IM needs.
4. Manage IM Tools and Resources: This competency includes the management and / or use of IM tools and resources. Tools and resources include the system applications used to manage department information.
5. Knowledge Transfer: This competency includes various behaviours needed for informational exchange within IM positions. Included in this competency, but not limited to, is coaching, classroom training, e-learning and desk-side support.

The following table provides a more detailed description of the information management practices needed within each IM position.

Competency 1: Information Management Practices						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
1. IM Policy Development and Implementation	Demonstrate their knowledge of IM policies, procedures, practices and legislation by: <ul style="list-style-type: none"> • Applying policies and procedures • Participating in the maintenance of policies and procedures 	Demonstrate their knowledge of IM policies, procedures, practices and legislation by: <ul style="list-style-type: none"> • Maintaining operational procedures • Maintaining policies and procedures • Identifying challenges within IM and compliance with legislation 	Demonstrate their knowledge of IM policies, procedures, practices and legislation by: <ul style="list-style-type: none"> • Maintaining operational procedures • Supervising the implementation of policies • Updating policies and procedures with management 	Demonstrate their knowledge of IM policies, procedures, practices and legislation by: <ul style="list-style-type: none"> • Implementing system policies that ensure consistency in practice 	Demonstrate their knowledge of IM policies, procedures, practices and legislation by: <ul style="list-style-type: none"> • Developing, recommending, implementing and administering IM policies and procedures • Ensuring best practices are applied when creating IM policies • Perceiving and analyzing IM policies 	Demonstrate their knowledge of IM policies, procedures, practices and legislation by: <ul style="list-style-type: none"> • Providing strategic direction on the development, and implementation of IM policies and procedures • Ensuring best practices are applied when creating IM policies

Competency 1: Information Management Practices						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
2. IM Operational Processes	<p>Demonstrate their knowledge of classification, retention, and disposal processes by:</p> <ul style="list-style-type: none"> • Ensuring accurate application of the processing of information • Maintaining the physical condition of records • Adhering to the process of transferring records 	<p>Demonstrate their knowledge of classification, retention, and disposal processes by:</p> <ul style="list-style-type: none"> • Sorting, classifying and coding materials • Performing departmental requests • Locating and disseminating records in accordance with departmental IM policies • Maintaining the records and information repository integrity • Ensuring thoroughness of records and report findings • Performing physical file maintenance 	<p>Demonstrate their knowledge of classification, retention, and disposal processes by:</p> <ul style="list-style-type: none"> • Ensuring efficient operations of the Records Centre/ Information Service Centre • Sorting, classifying and coding materials • Performing departmental requests • Participating in the development of the classification, retention and disposal plan for the department <p>Supervising the Record Centre/ Information Service Centre employees and oversee its operations</p>	<p>Demonstrate their knowledge of classification, retention, and disposal processes by:</p> <ul style="list-style-type: none"> • Maintaining the configuration elements for these processes (designing, developing, implementing and maintaining) 	<p>Demonstrate their knowledge of classification, retention, and disposal processes by:</p> <ul style="list-style-type: none"> • Providing supervisory, advisory and consultative services • Acting as the subject matter expert for the department • Planning, recommending, implementing and monitoring the processes • Working with employees and management in ensuring the integration of best practices into the operations and work flow 	<p>Demonstrate their knowledge of classification, retention, and disposal processes by:</p> <ul style="list-style-type: none"> • Providing supervisory, advisory and consultative services • Acting as the subject matter expert for the department • Leading and coordinating the planning, development and implementation • Working with employees and management in ensuring the integration of best practices into the operations and work flow <p>The ability to provide strategic direction on IM departmental process</p>

Competency 1: Information Management Practices						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
3. Organize, Analyze and Evaluate Data and/or Processes	<ul style="list-style-type: none"> • Ability to analyze and evaluate end user needs for information • Ability to locate and disseminate records in accordance with departmental IM policies • Ability to identify and correct discrepancies in records / information 	<ul style="list-style-type: none"> • Ability to analyze and evaluate end user needs for information • Ability to locate and disseminate records in accordance with departmental IM policies • Ability to identify and correct discrepancies in records / information • Ability to identify issues that impact efficient IM processes and report to management 	<ul style="list-style-type: none"> • Ability to analyze and evaluate end user needs for information • Ability to locate and disseminate records in accordance with departmental IM policies • Ability to identify and correct discrepancies in records / information • Ability to identify issues that impact efficient IM processes and report to management • Statistical knowledge in the area of IM 	<ul style="list-style-type: none"> • Ability to analyze and evaluate end user needs for information • Ability to develop and maintain key configuration elements of ECM system • Ability to develop and implement metadata standards • Ability to analyze and evaluate usage and audit reports in order to ensure efficiencies in work flow and create recommendations • Statistical knowledge in the area of IM for reports to management and troubleshooting 	<ul style="list-style-type: none"> • Ability to conduct research and analysis to provide departmental recommendations on IM best practices • Ability to analyze and evaluate usage and audit reports in order to ensure efficiencies in work flow and create recommendations • Statistical knowledge in the area of IM for reports to management and troubleshooting 	<ul style="list-style-type: none"> • Leading and conducting specialized research and analysis to provide strategic recommendations to departmental IM processes • Ability to analyze and evaluate usage and audit reports in order to ensure efficiencies in work flow and create recommendations • Ability to develop and evaluate statistical reports for management and executive review • Ability to recommend and implement strategic IM decisions and solutions
4. Manage IM Tools and Resources	<ul style="list-style-type: none"> • Ability to effectively use IM tools and resources 	<ul style="list-style-type: none"> • Ability to effectively use IM tools and resources. This includes the ability to collect and provide transactional data to management 	<ul style="list-style-type: none"> • Ability to effectively use and apply IM tools and resources • Ability to provide guidance to management related to the procurement and budget process for IM tools and resources 	<ul style="list-style-type: none"> • Ability to effectively use and provide guidance on the use of IM tools and resources • Ability to lead the design, development, implementation and maintenance of IM systems 	<ul style="list-style-type: none"> • Demonstrates the ability to provide advisory and consultative services in the design, development, implementation, maintenance and enhancement of IM systems • Ability to prepare and monitor a budget for the IM and IP program within the department 	<ul style="list-style-type: none"> • Demonstrates the ability to provide advisory and consultative services in the design, development, implementation, maintenance and enhancement of IM systems • Ability to prepare and monitor a budget for the IM and IP program within the department

Competency 1: Information Management Practices						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
5. Knowledge Transfer	<ul style="list-style-type: none"> Ability to provide IM process knowledge to departmental clients 	<ul style="list-style-type: none"> Ability to provide IM process knowledge to departmental clients Ability to provide guidance and orientation to employees 	<ul style="list-style-type: none"> Ability to provide IM process knowledge to departmental clients Ability to lead and provide process and technology training and orientation to employees 	<ul style="list-style-type: none"> Ability to create and update manuals and guides for employees on the functionality and process of ECM system(s) Ability to lead and provide training and support employees on the ECM system(s) Ability to interact with system users to provide support and advice 	<ul style="list-style-type: none"> Ability to provide advisory and consultative services Ability to develop education manuals, deliver seminars/ training sessions 	<ul style="list-style-type: none"> Ability to provide advisory and consultative services Demonstrates the ability to lead the development of the educational/ training component of the IM program Ability to provide guidance/ coaching to employees Proactive in establishing committees/ working groups as required to obtain input on IM processes Ability to communicate legislation expertise to the department

Competency 2: Risk Management Competencies

1. Disaster Recovery: This competency includes the ability to support, develop, implement and evaluate disaster recovery plan as they relate to the management of information.
2. Maintain, Protect and Preserve Information: This competency includes the maintenance, protection and preservation of information by compliance with relevant Government legislation and policies including the *Management of Information and Protection of Privacy Act* and *Access to Information Protection Act*.
3. Risk Assessment / Audit: This competency includes the ability to implement established audit and quality controls, as well as the ability to define, assess, analyze, recommend, implement, evaluate and monitor those controls.

The following table provides a more detailed description of the risk management competencies needed within each IM position.

Competency 2: Risk Management						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
1. Disaster Recovery	<ul style="list-style-type: none"> • Demonstrate the ability to apply knowledge of the disaster recovery plan 	<ul style="list-style-type: none"> • Demonstrate the ability to apply knowledge of and implement elements of the disaster recovery plan 	<ul style="list-style-type: none"> • Demonstrate the ability to apply knowledge of and implement elements of the disaster recovery plan • Lead a team in creative disaster recovery response 	<ul style="list-style-type: none"> • Ability to develop creative policies and procedures for the disaster recovery plan for an ECM system 	<ul style="list-style-type: none"> • Ability to develop creative policies and procedures for the IM disaster recovery plan • Ability to apply innovative solutions to challenges and problems 	<ul style="list-style-type: none"> • Ability to develop creative policies and procedures for the IM disaster recovery plan • Ability to apply innovative solutions to challenges and problems • Ability to evaluate the IM disaster recovery plan

Competency 2: Risk Management						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
2. Maintain, Protect, and Preserve Information	<ul style="list-style-type: none"> Ability to identify sensitivity levels and access control for managing information 	<ul style="list-style-type: none"> Ability to identify sensitivity levels and access control for managing information 	<ul style="list-style-type: none"> Ability to execute and supervise procedures to maintain, protect and preserve information 	<ul style="list-style-type: none"> Ability to design, implement and maintain system protocols for maintaining, protecting and preserving information 	<ul style="list-style-type: none"> Ability to develop creative procedures to maintain, protect, and preserve information Knowledge in protection and preservation solutions Ability to support highly confidential documentation for management and executive review 	<ul style="list-style-type: none"> Ability to develop creative procedures to maintain, protect, and preserve information Knowledge in protection and preservation solutions Ability to prepare highly confidential documentation for management and executive review Ability to evaluate the approach for the preservation and maintenance of information Ability to create strategies to maintain, protect, and preserve information

Competency 2: Risk Management						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
3. Risk Assessment/Audit	<ul style="list-style-type: none"> Ability to ensure quality assurance is maintained at all times through the implementation of established audit controls 	<ul style="list-style-type: none"> Ability to ensure quality assurance is maintained at all times through the implementation of established audit controls 	<ul style="list-style-type: none"> Ability to ensure quality assurance is maintained at all times through the implementation of established audit controls Knowledge of auditing processes in the area of IM 	<ul style="list-style-type: none"> Auditing knowledge in the area of IM for troubleshooting system protocols and performing risk assessments to address potential liabilities Ability to work with management in performing an IM assessment to ensure data integrity and security. Ability to develop audit and assessment reports 	<ul style="list-style-type: none"> Auditing knowledge in the area of IM for troubleshooting system protocols and performing risk assessments to address potential liabilities Ability to perceive and analyze processes and procedures, analyze alternatives for potential benefits and risks, recommend and implement decisions and solutions Ability to develop audit and assessment reports 	<ul style="list-style-type: none"> Auditing knowledge in the area of IM for troubleshooting system protocols and performing risk assessments to address potential liabilities Ability to perceive and analyze processes and procedures, analyze alternatives for potential benefits and risks, recommend and implement decisions and solutions Ability to develop audit and assessment reports

Competency 3: Information Protection (IP) and Security Competencies

1. Information Protection (IP) and Security Procedures: This competency includes the skills necessary to protect and secure information.
2. IP and Security Policy Development and Application: This competency includes the knowledge needed to support, develop, implement and monitor IP and security policy, legislation and standards.
3. Compliance: This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government’s IM positions.

The following table provides a more detailed description of the risk management competencies needed within each IM position.

Competency 3: Information Protection and Security						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
1. Information Protection (IP) and Security Procedures	<ul style="list-style-type: none"> • Ability to implement IP and security protocols 	<ul style="list-style-type: none"> • Ability to implement IP and security protocols 	<ul style="list-style-type: none"> • Ability to implement IP and security protocols 	<ul style="list-style-type: none"> • Ability to design and administer the security of IM systems • Ability to advise IT on IP and security protocols for system design and maintenance 	<ul style="list-style-type: none"> • Ability to provide recommendations to management on IP and security procedures 	<ul style="list-style-type: none"> • Ability to provide strategic recommendations to management on IP and security procedures
2. IP and Security Policy Development and Application	<ul style="list-style-type: none"> • Ability to implement IP and security policies, procedures, practices and legislation 	<ul style="list-style-type: none"> • Ability to implement IP and security policies, procedures, practices and legislation 	<ul style="list-style-type: none"> • Ability to implement IP and security policies, practices and legislation and ability to maintain operational procedures 	<ul style="list-style-type: none"> • Ability to implement IP and security policies, practices and legislation and ability to maintain operational procedures • Ability to develop, recommend and implement system policy to ensure adherence to IP and security policies and consistency in practice 	<ul style="list-style-type: none"> • Ability to develop, recommend, implement, administer and monitor IP and security policies and procedures 	<ul style="list-style-type: none"> • Ability to initiate, lead and coordinate the development, implementation and maintenance of IP and security policies and procedures • Ability to provide IP and security strategic recommendations to management

Competency 3: Information Protection and Security						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
3. Compliance	<ul style="list-style-type: none"> • Demonstrates compliance with IP and security policies and procedures and the ability to transfer knowledge to department users 	<ul style="list-style-type: none"> • Demonstrates compliance with IP and security policies and procedures and the ability to transfer knowledge to department users 	<ul style="list-style-type: none"> • Demonstrates compliance with IP and security policies and procedures and the ability to transfer knowledge to department users 	<ul style="list-style-type: none"> • Demonstrates compliance with IP and security policies and procedures and the ability to transfer knowledge to department users 	<ul style="list-style-type: none"> • Demonstrates compliance with IP and security policies and procedures and the ability to transfer knowledge to department users 	<ul style="list-style-type: none"> • Demonstrates compliance with IP and security policies and procedures and the ability to transfer knowledge to department users • Ability to support Privacy Impact Assessments (PIA) and Privacy Capacity checks and monitor all issues identified

Competency 4: Information Technology (IT) Competencies

1. Utilizing IT: This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and / or maintain IT.
2. Software Applications: This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and / or maintain IM software applications.
3. Reprographics, Imaging and Other Office Equipment: This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government's IM positions.

The following table provides a more detailed description of the risk management competencies needed within each IM position.

Competency 4: Information Technology						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
1. Utilizing IT	<ul style="list-style-type: none"> • Demonstrate ability to utilize technology effectively in support of a records and information management program 	<ul style="list-style-type: none"> • Demonstrate ability to utilize technology effectively in support of a records and information management program 	<ul style="list-style-type: none"> • Demonstrate ability to utilize technology effectively in support of a records and information management program 	<ul style="list-style-type: none"> • Ability to manage and utilize technology effectively in support of a records and information management program • Ability to consult with IT employees on the development and maintenance of IM systems • Ability to manage the development and maintenance of IM systems 	<ul style="list-style-type: none"> • Demonstrate ability to utilize technology effectively in support of a records and information management program • Ability to consult with IT employees on the development and maintenance of IM systems • Ability to manage the development and maintenance of IM systems 	<ul style="list-style-type: none"> • Demonstrate ability to utilize technology effectively in support of a records and information management program • Ability to consult with IT employees on the development and maintenance of IM systems • Ability to lead the development and maintenance of IM systems

Competency 4: Information Technology						
	IM Technician I	IM Technician II	IM Technician III	ECM Coordinator	IM Analyst	Senior IM Analyst
2. Software Applications	<ul style="list-style-type: none"> • Knowledge of IM software applications • Ability to use systems to research, identify and compile records 	<ul style="list-style-type: none"> • Knowledge of IM software applications • Ability to use systems to research, identify and compile records 	<ul style="list-style-type: none"> • Knowledge of IM software applications. • Ability to use systems to research, identify and compile records for management reports 	<ul style="list-style-type: none"> • Knowledge of IM software applications for set up, design, configuration and maintenance • Ability to lead the development, implementation and daily operations of a department's ECM system • Ability to manage the development and maintenance of an ECM system • Ability to provide advisory and consultative services in the maintenance of an ECM system 	<ul style="list-style-type: none"> • Knowledge of IM software applications relevant to records and information systems • Ability to plan and coordinate a departmental IM system • Ability to develop, maintain, provide advisory/consultative services and manage the selection, design, modification, and maintenance of IM systems 	<ul style="list-style-type: none"> • Knowledge of IM software applications relevant to records and information systems • Ability to provide strategic direction and coordination for a departmental IM system • Ability to develop, maintain, provide advisory/consultative services and lead the selection, design, modification, and maintenance of IM systems
3. Reprographics, Imaging and Other Office Equipment	<ul style="list-style-type: none"> • Ability to operate reprographic, imaging and other office equipment for IM needs 	<ul style="list-style-type: none"> • Ability to provide supervision for the operations of reprographic, imaging and other office equipment 	<ul style="list-style-type: none"> • Ability to provide supervision for the operations and budgetary recommendations for the procurement of reprographic, imaging and other office equipment 	<ul style="list-style-type: none"> • Ability to plan and coordinate office equipment needs • Ability to assess current environment and provide recommendation for future needs 	<ul style="list-style-type: none"> • Ability to assess current environment and provide recommendation for future needs • Ability to manage budget 	<ul style="list-style-type: none"> • Ability to assess current environment and provide strategic recommendation for future needs • Ability to manage budget