

Dim 1	Dimension 2	Dimension 3					Dimension 4	
	competence title and generic description	level 1	level 2	level 3	level 4	level 5	knowledge	skills
D	ENABLE							
D.1	Information Security Strategy Development Defines and makes applicable a formal organisational strategy, scope and culture to maintain safety and security of information. Provides the foundation for Information Security Management, including role identification and accountability (ref D.2). Uses defined standards to create objectives for information integrity, availability, and data privacy.				Exploits depth of expertise and leverages external standards and best practices.	Provides strategic leadership to embed information security into the culture of the organisation.	K1 the potential and opportunities of relevant standards and best practices K2 the impact of legal requirements on information security K3 the information strategy of the organisation K4 possible security threats	S1 develop and critically analyse the company strategy for information security S2 define, present and promote an information security policy for approval by the senior management of the organisation S3 apply relevant standards, best practices and legal requirements for information security S4 anticipate required changes to the organisations information security strategy and formulate new plans S5 propose effective contingency measures
UPDATE e-CF v 3.0	Defines and makes applicable a formal organisational strategy, scope and culture to maintain safety and security of information from external and internal threats, i.e. digital forensic for corporate investigations or intrusion investigation . Provides the foundation for Information Security Management, including role identification and accountability. Uses defined standards to create objectives for information integrity, availability, and data privacy.				Exploits depth of expertise and leverages external standards and best practices.	Provides strategic leadership to embed information security into the culture of the organisation.	K1 the potential and opportunities of relevant standards and best practices K2 the impact of legal requirements on information security K3 the information strategy of the organisation K4 possible security threats K5 the mobility strategy K6 the different service models (SaaS, PaaS, IaaS) and operational translations (i.e. Cloud Computing)	S1 develop and critically analyse the company strategy for information security S2 define, present and promote an information security policy for approval by the senior management of the organisation S3 apply relevant standards, best practices and legal requirements for information security S4 anticipate required changes to the organisations information security strategy and formulate new plans S5 propose effective contingency measures
	enhanced wording				no change	no change	K5 and K6 added	no change
D.2	ICT Quality Strategy Development Defines, improves and refines a formal strategy to satisfy customer expectations and improve business performance (balance between cost and risks). Identifies critical processes influencing service delivery and product performance for definition in the ICT quality management system (ref D.4). Uses defined standards to formulate objectives for service management, product and process quality. Identifies ICT quality management accountability.				Exploits wide ranging specialist knowledge to leverage and authorise the application of external standards and best practices.	Provides strategic leadership to embed ICT quality (i.e. metrics and continuous improvement) into the culture of the organisation.	K1 the major information technology industry frameworks - COBIT, ITIL, CMMI, ISO - and their implications for corporate ICT governance K2 the information strategy of the organisation	S1 define an ICT quality policy to meet the organisations standards of performance and customer satisfaction objectives S2 identify quality metrics to be used S3 apply relevant standards and best practices to maintain information quality

D - ENABLE

UPDATE e-CF v 3.0	Defines, improves and refines a formal strategy to satisfy customer expectations and improve business performance (balance between cost and risks). Identifies critical processes influencing service delivery and product performance for definition in the ICT quality management system (ref D.4). Uses defined standards to formulate objectives for service management, product and process quality. Identifies ICT quality management accountability.	Exploits wide ranging specialist knowledge to leverage and authorise the application of external standards and best practices.	Provides strategic leadership to embed ICT quality (i.e. metrics and continuous improvement) into the culture of the organisation.	K1 the major information technology industry frameworks, e.g. COBIT, ITIL, CMMI, ISO - and their implications for corporate IS governance K2 the information strategy of the organisation K3 the different service models (SaaS, PaaS, IaaS) and operational translations (i.e. Cloud Computing)	S1 define an ICT quality policy to meet the organisations standards of performance and customer satisfaction objectives S2 identify quality metrics to be used S3 apply relevant standards and best practices to maintain information quality
no change		no change	no change	K1: IS instead of ICT, added K3	no change
D.3 Education and Training Provision					
Defines and implements ICT training policy to address organisational skill needs and gaps. Structures, organises and schedules training programmes and evaluates training quality through a feedback process and implements continuous improvement. Adapts training plans to address changing demand.	Organises the identification of training needs; collates organisation requirements, identifies, selects and prepares schedule of training interventions.	Acts creatively to analyse skills gaps; elaborates specific requirements and identifies potential sources for training provision. Has specialist knowledge of the training market and establishes a feedback mechanism to assess the added value of alternative training programmes.	K1 appropriate pedagogical approaches and education delivery methods e.g. classroom, online, text, dvd.. K2 the competitive market for educational offering K3 training needs analysis methodologies	S1 organise training and education schedules to meet market needs S2 identify and maximise use of resources required to deliver a cost effective schedule S3 promote and market education and training provision S4 analyse feedback data and use it to drive continuous improvement of education and training delivery S5 design curricula and training programmes to meet customer ICT education needs	
UPDATE e-CF v 3.0	Defines and implements ICT training policy to address organisational skill needs and gaps. Structures, organises and schedules training programmes and evaluates training quality through a feedback process and implements continuous improvement. Adapts training plans to address changing demand.	Organises the identification of training needs; collates organisation requirements, identifies, selects and prepares schedule of training interventions.	Acts creatively to analyse skills gaps; elaborates specific requirements and identifies potential sources for training provision. Has specialist knowledge of the training market and establishes a feedback mechanism to assess the added value of alternative training programmes.	K1 appropriate pedagogical approaches and education delivery methods e.g. classroom, online, text, dvd.. K2 the competitive market for educational offering K3 training needs analysis methodologies K4 empowerment techniques	S1 organise training and education schedules to meet market needs S2 identify and maximise use of resources required to deliver a cost effective schedule S3 promote and market education and training provision S4 analyse feedback data and use it to drive continuous improvement of education and training delivery S5 design curricula and training programmes to meet customer ICT education needs S6 addresses CPD needs of staff to meet organisational requirements
no change		no change	no change	K4 added	S6 added
D.4 Purchasing					

D - ENABLE

Applies a consistent procurement procedure, including deployment of the following sub processes: specification requirements, supplier identification, proposal analysis, evaluation of the energy efficiency and environmental compliance of products, suppliers and their processes, contract negotiation, supplier selection and contract placement. Ensures that the entire purchasing process is fit for purpose and adds business value to the organisation.

Understands and applies the principles of the procurement process; places orders based on existing supplier contracts. Ensures the correct execution of orders, including validation of deliverables and correlation with subsequent payments.

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.

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.

K1 typical purchase contract Terms and conditions
K2 own organisation purchasing policies
K3 financial models e.g. discount structures
K4 the current market for relevant products or services
K5 the issues and implications of outsourcing services

S1 interpret product/service specifications
S2 negotiate terms, conditions and pricing
S3 analyse received proposals/ offers
S4 manage the purchasing budget
S5 lead purchase process improvement
S6. Analyse the energy efficiency and environmental-related aspects of a proposal

UPDATE
e-CF v 3.0

Applies a consistent procurement procedure, including deployment of the following sub processes: specification requirements, supplier identification, proposal analysis, evaluation of the energy efficiency and environmental compliance of products, suppliers and their processes, contract negotiation, supplier selection and contract placement. Ensures that the entire purchasing process is fit for purpose, **adds business value to the organisation compliant to legal and regulatory requirements**

Understands and applies the principles of the procurement process; places orders based on existing supplier contracts. Ensures the correct execution of orders, including validation of deliverables and correlation with subsequent payments.

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.

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.

K1 typical purchase contract Terms and conditions
K2 own organisation purchasing policies
K3 financial models e.g. discount structures
K4 the current market for relevant products or services
K5 the issues and implications of outsourcing services
K6 different service models (SaaS, PaaS, IaaS) and operational translations (i.e. e.g. Cloud Computing)

S1 interpret product/service specifications
S2 negotiate terms, conditions and pricing
S3 analyse received proposals/ offers
S4 manage the purchasing budget
S5 lead purchase process improvement
S6. analyse the energy efficiency and environmental-related aspects of a proposal
S7 verify that purchasing processes respect legal issues including IPR

enhanced wording

no change

no change

no change

K6 added

S7 added

D.5

Sales Proposal Development

Develops technical proposals to meet customer solution requirements and provide sales personnel with a competitive bid. Underlines the energy efficiency and environmental impact related to a proposal. Collaborates with colleagues to align the service or product solution with the organisations capacity to deliver.

Organises collaboration between relevant internal departments, for example, technical, sales and legal. Facilitates comparison between customer requirement and available 'off the shelf' solutions.

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.

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"

K1 customer needs
K2 internally adopted sales and marketing techniques
K3 legal requirements
K4 internal business practices
K5 product or service unique selling points

S1 construct the framework for proposal documentation
S2 co-ordinate and facilitate multidisciplinary teams contributing to the proposal
S3 interpret the terms and conditions of the tender documentation
S4 evaluate the strengths and weaknesses of potential competitors
S5 ensure that a proposal is of high quality and is submitted on time
S6 communicates the energy efficiency and environmental-related aspects of a proposal

D - ENABLE

UPDATE e-CF v 3.0	Develops technical proposals to meet customer solution requirements and provide sales personnel with a competitive bid. Underlines the energy efficiency and environmental impact related to a proposal. Collaborates with colleagues to align the service or product solution with the organisations capacity to deliver.	Organises collaboration between relevant internal departments, for example, technical, sales and legal. Facilitates comparison between customer requirement and available 'off the shelf' solutions.	Acts creatively to develop proposal incorporating a complex solution. Customises solution in a complex technical and legal environment and ensures feasibility, legal and technical validity of customer offer.	K1 customer needs K2 internally adopted sales and marketing techniques K3 legal requirements K4 internal business practices K5 product or service unique selling points K6 the different service models (SaaS, PaaS, IaaS) and operational translations (e.g. Cloud Computing)	S1 construct the framework for proposal documentation S2 co-ordinate and facilitate multidisciplinary teams contributing to the proposal S3 interpret the terms and conditions of the tender documentation S4 evaluate the strengths and weaknesses of potential competitors S5 ensure that a proposal is of high quality and is submitted on time S6 communicates the energy efficiency and environmental-related aspects of a proposal S7 ensure that proposals meet compliance requirements
no change	no change	enhanced wording	K6 added	S7 added	
D.6 Channel Management	Develops the strategy for managing third party sales outlets. Ensures optimum commercial performance of the value-added resellers (VAR) channel through the provision of a coherent business and marketing strategy. Defines the targets for volume, geographic coverage and the industry sector for VAR engagements and structures incentive programmes to achieve complimentary sales results.	Acts creatively to influence the establishment of a VAR network. Manages the identification and assessment of potential VAR members and sets up support procedures. VARs managed to maximise business performance.	Exploits wide ranging skills in marketing and sales to create the organisations VAR strategy. Establishes the processes by which VARs will be managed to maximise business performance	K1 the competition (what and where) K2 the market distribution across the field K3 sales channel typologies (e.g. direct sales, VAR, web marketing) K4 incentive policies K5 user experience of each channel type	S1 choose the best sales channel according to the product or solution being delivered S2 define discounts according to the competitive environment S3 select value added retailers based on thorough analyses, plan and make contacts S4 monitor and supervise channel performances in line with sales forecast and able to define corrective actions if necessary S5 apply web marketing methods
UPDATE e-CF v 3.0	Develops the strategy for managing third party sales outlets. Ensures optimum commercial performance of the value-added resellers (VARs) channel through the provision of a coherent business and marketing strategy. Defines the targets for volume, geographic coverage and the industry sector for VAR engagements and structures incentive programmes to achieve complimentary sales results.	Acts creatively to influence the establishment of a VAR network. Manages the identification and assessment of potential VAR members and sets up support procedures. VARs managed to maximise business performance.	Exploits wide ranging skills in marketing and sales to create the organisations VAR strategy. Establishes the processes by which VARs will be managed to maximise business performance	K1 the competition (what and where) K2 the market distribution across the field K3 sales channel typologies (e.g. direct sales, VAR, web marketing) K4 incentive policies K5 user experience of each channel type K6 legal issues relating to channels and VAR organisations	S1 choose the best sales channel according to the product or solution being delivered S2 define discounts according to the competitive environment S3 select value added retailers based on thorough analyses, plan and make contacts S4 monitor and supervise channel performances in line with sales forecast and able to define corrective actions if necessary S5 apply digital marketing methods
no change	no change	no change	no change	K6 added	S5 enhanced wording
D.7 Sales Management					

D - ENABLE

Drives the achievement of sales results through the establishment of a sales strategy. Demonstrates the added value of the organisations products and services to new or existing customers and prospects. Establishes a sales support procedure providing efficient response to sales enquiries, consistent with company strategy and policy. Establishes a systematic approach to the entire sales process, including understanding client needs, forecasting, prospect evaluation, negotiation tactics and sales closure.

Contributes to the sales process by effectively presenting products or services to clients.

Assesses and estimates appropriate sales strategies to deliver company results. Decides and allocates annual sales targets and adjusts incentives to meet market conditions.

Assumes ultimate responsibility for the sales performance of the organisation. Authorises resource allocation, prioritises product and service promotions, advises board directors of sales performance.

K1 customer organisation (needs, budget allocation and decision makers)
K2 company specific processes (sales, ITIL, etc.)
K3 market trends and own service offering portfolio
K4 legal, financial and contractual rules
K5 project management procedures
K6 current market imperatives e.g. risks, changes, innovation

S1 develop strong co-operation between customers and own organisation
S2 keep abreast of market news e.g. risks, changes, innovations and communicate to internal business units, to improve service and product portfolio
S3 react proactively to customer business changes and communicate them internally
S4 generate sustainable customer relationships
S5 analyse sales performance to build forecasts and develop a tactical sales plan

UPDATE
e-CF v 3.0

Drives the achievement of sales results through the establishment of a sales strategy. Demonstrates the added value of the organisations products and services to new or existing customers and prospects. Establishes a sales support procedure providing efficient response to sales enquiries, consistent with company strategy and policy. Establishes a systematic approach to the entire sales process, including understanding **customer** needs, forecasting, prospect evaluation, negotiation tactics and sales closure.

Contributes to the sales process by effectively presenting products or services to **customers**

Assesses and estimates appropriate sales strategies to deliver company results. Decides and allocates annual sales targets and adjusts incentives to meet market conditions.

Assumes ultimate responsibility for the sales performance of the organisation. Authorises resource allocation, prioritises product and service promotions, advises board directors of sales performance.

K1 customer organisation (needs, budget allocation and decision makers)
K2 company specific processes (sales, ITIL, etc.)
K3 market trends and own service offering portfolio
K4 legal, financial and contractual rules
K5 project management procedures
K6 current market imperatives e.g. risks, changes, innovation

S1 develop strong co-operation between customers and own organisation
S2 keep abreast of market news e.g. risks, changes, innovations and communicate to internal business units, to improve service and product portfolio
S3 react proactively to customer business changes and communicate them internally
S4 generate sustainable customer relationships
S5 analyse sales performance to build forecasts and develop a tactical sales plan

slightly improved wording

improved wording

no change

no change

no change

D.8 Contract Management

Provides and negotiates contract in accordance with organisational processes. Ensures that supplier deliverables are provided on time, meet quality standards and comply with agreed service levels. Addresses non-compliance escalates significant issues, drives recovery plans and if necessary amends contracts. Maintains budget integrity. Assesses and addresses supplier compliance to legal, health and safety and security standards. Actively pursues regular supplier communication.

Acts systematically to monitor contract compliance and promptly escalate defaults.

Evaluates supplier contract performance by monitoring performance indicators. Assures performance of the complete supply chain. Influences the terms of contract renewal.

Provides leadership for supplier contract compliance and is the final escalation point for issue resolution.

K1 applicable ~~service-level-agreements~~ **SLA**
K2 company policy for contract management
K3 legal regulations applicable to ICT contracts

S1 foster positive relationships with suppliers and customers
S2 negotiate contract terms and conditions
S3 apply judgement and flexibility in contract negotiations compliant with internal rules and policies

D - ENABLE

UPDATE e-CF v 3.0	Provides and negotiates contract in accordance with organisational processes. Ensures that contract and deliverables are provided on time, meet quality standards, and conform to compliance requirements. Addresses non-compliance, escalates significant issues, drives recovery plans and if necessary amends contracts. Maintains budget integrity. Assesses and addresses supplier compliance to legal, health and safety and security standards. Actively pursues regular supplier communication.	Acts systematically to monitor contract compliance and promptly escalate defaults.	Evaluates contract performance by monitoring performance indicators. Assures performance of the complete supply chain. Influences the terms of contract renewal.	Provides leadership for contract compliance and is the final escalation point for issue resolution.	K1 applicable service-level-agreements SLA K2 company policy for contract management K3 legal regulations applicable to ICT contracts K4 legal issues including IPR K5 different service models (SaaS, PaaS, IaaS), service levels and contractual translations (e.g. Cloud Computing)	S1 foster positive relationships with stakeholders S2 negotiate contract terms and conditions S3 apply judgement and flexibility in contract negotiations compliant with internal rules and policies	
enhanced wording		no change	enhanced wording	enhanced wording	K4 and K5 added	enhanced wording	
D.9 Personnel Development							
	Diagnoses individual and group competence, identifying skill needs and skill gaps. Reviews training and development options and selects appropriate methodology taking into account the needs of the individual and the business. Coaches and/ or mentors individuals and teams to address learning needs.	Briefs/ trains individuals and groups, holds courses of instruction.	Monitors and addressees the development needs of individuals and teams.	Takes proactive action and develops organisational processes to address the development needs of individuals, teams and the entire workforce.	K1 competence development methods K2 competence and skill needs analysis methodologies K3 learning and development support methods (e.g. coaching, teaching) K4 ICT technologies and processes with an overview perspective	S1 identify competence and skill gaps S2 identify and recommend work based development opportunities S3 incorporate within routine work processes, opportunities for skills development S4 coach on learning processes	
UPDATE e-CF v 3.0	Diagnoses individual and group competence, identifying skill needs and skill gaps. Reviews training and development options and selects appropriate methodology taking into account the individual, project and business requirements. Coaches and/ or mentors individuals and teams to address learning needs	Briefs/ trains individuals and groups, holds courses of instruction.	Monitors and addressees the development needs of individuals and teams.	Takes proactive action and develops organisational processes to address the development needs of individuals, teams and the entire workforce.	K1 competence development methods K2 competence and skill needs analysis methodologies K3 learning and development support methods (e.g. coaching, teaching) K4 technology and processes K5 empowerment techniques	S1 identify competence and skill gaps S2 identify and recommend work based development opportunities S3 incorporate within routine work processes, opportunities for skills development S4 coaching S5 address professional development needs of staff to meet organisational requirements	
enhanced wording		no change	no change	no change	added K5 rewording	added S5 word enhancement	
D.10 Information and Knowledge Management							
	Identifies and manages structured and unstructured information and considers information distribution policies. Creates information structure to enable exploitation and optimisation of information for business benefit. Understands appropriate tools to be deployed to create, extract, maintain, renew and propagate business knowledge in order to capitalise from the information asset.		Analyses Business processes and associated information requirements and provides the most appropriate information structure.	Integrates the appropriate information structure into the corporate environment.	Correlates information and knowledge to create value for the business. Applies innovative solutions based on information retrieved.	K1 methods to analyse unstructured information and business processes K2 IT devices and tools applicable for the storage and retrieval of data	S1 gather internal and external knowledge and information needs S2 formalise customer requirements S3 translate/ reflect business behaviour into structured information S4 make information available

D - ENABLE

UPDATE e-CF v 3.0	Identifies and manages structured and unstructured information and considers information distribution policies. Creates information structure to enable exploitation and optimisation of information . Understands appropriate tools to be deployed to create, extract, maintain, renew and propagate business knowledge in order to capitalise from the information asset.	Analyses Business processes and associated information requirements and provides the most appropriate information structure.	Integrates the appropriate information structure into the corporate environment.	Correlates information and knowledge to create value for the business. Applies innovative solutions based on information retrieved.	K1 methods to analyse information and business processes K2 ICT devices and tools applicable for the storage and retrieval of data K3 challenges related to the size of data sets (e.g. big data) K4 challenges related to unstructured data (e.g. data analytics)	S1 gather internal and external knowledge and information needs S2 formalise customer requirements S3 translate/ reflect business behaviour into structured information S4 make information available S5 ensure that IPR and privacy issues are respected S6 capture, storage, analyse, data sets, that are complex and large, not structured and in different formats S7 apply data mining methods
enhanced wording		no change	no change	no change	K1 enhanced wording K3 and K4 added	S5, S6,S7 added optimize wording
D.11 Needs Identification						
UPDATE e-CF v 3.0	Actively listens to internal/external customers, articulates and clarifies their needs. Manages the relationship with all stakeholders to ensure that the solution is in line with business requirements. Proposes different solutions (e.g. make-or-buy), by performing contextual analysis in support of user centered system design. Advises the customer on appropriate solution choices. Acts as an advocate engaging in the implementation or configuration process of the chosen solution.	Establishes reliable relationships with customers and helps them clarify their needs.	Exploits wide ranging specialist knowledge of the customers business to offer possible solutions to business needs. Provides expert guidance to the customer by proposing solutions and supplier.	Provides leadership in support of the customers' strategic decisions. Helps customer to envisage new ICT solutions, fosters partnerships and creates value propositions..	K1 emerging technologies and the relevant market applications K2 business needs K3 organisation processes and structures K4 customer need analysis techniques K5 communication techniques K6 "Story telling" techniques	S1 analyse and formalise business processes S2 analyse customer requirements S3 present ICT solution cost/benefit
NEW COMPETENCE (example of enhancement in e-leadership)		NEW COMPETENCE	NEW COMPETENCE	NEW COMPETENCE	NEW COMPETENCE	NEW COMPETENCE
D.12 Digital Marketing						
	Understands the fundamental principles of digital marketing. Distinguishes between the traditional and digital approaches. Appreciates the range of channels available. Assesses the effectiveness of the various approaches and applies rigorous measurement techniques. Plans a coherent strategy using the most effective means available. Understands the data protection and privacy issues involved in the implementation of the marketing strategy.	Understands and applies digital marketing tactics to develop an integrated and effective digital marketing plan using different digital marketing areas such as search, display, e-mail, social media and mobile marketing.	Exploits specialist knowledge to utilise analytical tools and assess the effectiveness of websites in terms of technical performance and download speed. Evaluates the user engagement by the application of a wide range of analytical reports. Knows the legal implications of the approaches adopted.	Develops clear meaningful objectives for the Digital Marketing Plan. Selects appropriate tools and sets budget targets for the channels adopted. Monitors, analyses and enhances the digital marketing activities in an ongoing manner	K1 marketing Strategy K2 web technologies K3 search Engine Marketing (PPC) K4 search engine optimization (SEO) K5 mobile marketing (e.g. Pay Per Click) K6 social media marketing K7 e-mail marketing K8 display marketing K9 legal issues / requirements	S1 understand how web technology can be used for marketing purposes S2 understand User Centric Marketing S3 be able to use and interpret web analytics S4 understand the on-line environment
NEW COMPETENCE		NEW COMPETENCE	NEW COMPETENCE	NEW COMPETENCE	NEW COMPETENCE	NEW COMPETENCE