EQF CODE

European Competence Profiles in e-Content Professions

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1. Introduction

The present Compendium of European Competence Profiles in e-Content Professions is based on the results of extensive research conducted in the framework of the Leonardo project EQF Code. The project was motivated by the growing skills shortage in the Multimedia sector in several European countries, which especially affects the field of e-Content development. This skills shortage could be overcome by employing practitioners from other European member states. However, this is hampered by the lack of transparency and comparability of qualifications for these professions at European level, due to the great diversity of vocational training systems across Europe.

Hence one of the main objectives of the EQF Code initiative was to bring more transparency and comparability into e-Content development qualifications at European level. In order to achieve this goal, the consortium had to work with the IT-specific e-Competence Framework (eCF) and the European Qualification Framework (EQF).

After extensive consultations with the industry and with Vocational Education and Training (VET) institutions, the project has developed a set of European Competence Profiles for 5 Core e-Content Professions: Web designer, Web content / multimedia developer, Digital animator / 2D-3D specialist, Webmaster and Web content manager.

The methodology which has been used to elaborate the European Competence Profiles is explained in detail in a separate document: Reference Material & Methodology with regard to eCF / EQF Mapping, which is available for download for free at http://www.ubique.org/eqfcode/results.htm.

2. European Competence Profiles for 5 Core e-Content Professions

The following table provides explanations for the abbreviations and other conventions used in the 5 profiles

LEGEND	New level descriptors for dimension 3 appear in red characters Cells highlighted in green = level attributed by most countries Cells highlighted in grey = level attributed by some countries Blank cells = level not attributed by any of the countries The codes CC, TC, BC, MC refer to the EQF Code Master list of competence which is included in Anex CC: stands for content-related competence TC: stands for technical competence BC: stands for behavioural competence MC: stands for management competence

2.1 Web designer

2.1.1 Job description

A web designer is the creator of the website from an overall design point of view. A core responsibility of the designer's job is to present information in a way that is both accessible and memorable. The web designer therefore needs mostly graphic design and creative competences. This does not include heavy programming and software development tasks (e.g. coding the various elements of a Content Management System (CMS) - the backbone of most state-of-the art websites) which are usually handled by a web programmer (a function that was not analysed specifically as it is very close to software programmer). In many cases, the web designer can be given the responsibility to manage the website and may act as webmaster (especially in SMEs).

2.1.2 Profile

Dimension 1: e-Competence area	A. PLAN				
Dimension 2: e-Competences: Title + generic description	**A.1. IS and Business Strategy Alignment** The web designer is aware of long term business requirements and is able to make input to the upper management on the development of the Information System model. He is able to report incoherencies in the implementation of strategic ICT policy of the enterprise to the upper management.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Is aware of long term require-ments and can make input to the upper ma-nagement on ICT poli-cy decisions. Can report incoheren-cies to the upper ma-nagement.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 10: Is committed to corporate strategy, culture and objectives				
Dimension 2: e-Competences: Title + generic description	**A.4. Specification Creation** In analysing and defining the current and target status of a content module, the web designer 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	Level 3	Level 4	Level 5
		Acts systematically to document standard and simple elements of product or project.	Exploits specialist knowledge in specification development to create and maintain complex documents of the project or product.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ MC 1: Conducts feasibility studies (technical specifications) ✓ MC 4: Writes requirements specifications, technical specifications and reports (clear, precise and detailed) ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions				
Dimension 2: e-Competences: Title + generic description	**A.5. Systems Architecture** The web designer 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 has a large understanding of ICT technology to be deployed in multiple IT projects and ensures that all technical aspects take account of interoperability, scalability and usability.				

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Contributes to ICT specifications on the basis of a large understanding of ICT technology to be deployed in multiple IT projects, applications or infrastructure improvements.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 11: Prepares content modules ✓ MC 14: Has knowledge of usability research

Dimension 2: e-Competences: Title + generic description	**A.6. Application Design** During the planning and specification process of the content module, the web designer 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.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises the overall planning of the design of the application.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills fort he (further) development of multimedia-applications, software, websites, etc. ✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ MC 6: Analyses the relevance of choices ✓ MC 14: Has knowledge of usability research ✓ BC 1: Has creativity and imagination

Dimension 2: e-Competences: Title + generic description	**A.7. Technology Watching** The web designer 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.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
	-	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.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 5: Knows the basics of law in the field of activity (contract law, intellectual property rights...) ✓ BC 8: Is familiar with the technical trends / general business culture of the branch / industry

Dimension 1: e-Competence area	B. BUILD				
Dimension 2: e-Competences: Title + generic description	**B.1. Design and Development** The web designer 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.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Systematically develops small components or modules.	Acts creatively to develop and integrate components into a larger product.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 1: Creates graphic documents, layouts and web design ✓ TC 2: Has programming skills for the (further) development of multimedia-applications, software, websites etc. ✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network… ✓ TC 5: Documents a text, an application, the functions of a software, a website ✓ TC 6: Develops and manages databases ✓ TC 9: Knows how to make use of search engines on the internet ✓ TC 11: Has user skills for successful handling of multimedia-software, applications, hardware, etc. ✓ CC 1: Drafts texts, clearly & concisely, with due regard for orthography & grammar in the native language ✓ CC 2: Drafts texts, clearly & concisely, with due regard for orthography & grammar in the foreign language ✓ CC 8: Handles design methods in content development ✓ CC 13: Handles picture and graphics management software ✓ CC 18: Understands theoretical background and development of media ✓ BC 1: Has creativity and imagination				
Dimension 2: e-Competences: Title + generic description	**B.2. Systems Integration** The web designer identifies systematically the compatibility of different software and hardware specifications and installs them into an existing or proposed system. To ensure integrity and interoperability he complies with established processes and procedures and considers the specification, capacity and compatibility of existing and new modules. He documents the successful integration and all activities during the installation and records deviations and remedial activities.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Acts systematically to identify compatibility of software and hardware specifications. Documents all activities during installation and records deviations and remedial activities.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC13: Knows how to integrate various components of an application / website ✓ BC 15: Is aware of the importance of details and precision				

Dimension 2: e-Competences: Title + generic description	**B.3. Testing** 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 components or systems conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users or maintainers and to evidence certification requirements.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises test programmes and builds scripts to stress test likely vulnerabilities. Records and reports outcomes providing analysis of results.	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.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 4: Tests / validates an application, a software and submits reports				
Dimension 2: e-Competences: Title + generic description	**B.4. Solution Deployment** 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	Level 3	Level 4	Level 5
		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.	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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 5: Documents a text, an application, the functions of a software ✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ MC 15: Has good knowledge of the principles of marketing / online marketing
Dimension 2: e-Competences: Title + generic description	**B.5. Technical Publications Development** 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 web designer is also responsible for the document-management system and the update and validation of the existing documentation.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises the production of documents taking input from technical authors.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 5: Documents a text, an application, the functions of a software, a website

Dimension 1: e-Competence area	**C. RUN**
Dimension 2: e-Competences: Title + generic description	**C.1. User support** 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	Level 3	Level 4	Level 5
		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.	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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, ~~a network~~... ✓ CC 3: Knows the communication rules on the Internet in the native language ✓ CC 4: Knows the communication rules on the Internet in a foreign language ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions

Dimension 2: e-Competences: Title + generic description	**C.2. Change support** He implements and provides guidance for the evolution of an IT solution. He controls and schedules all modifications of software or hardware to prevent an unpredictable outcome because of multiple upgrades. He maintains coherence to the service level agreement by responding systematically to day by day operational needs, reacting to them and by avoiding service disruptions.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Acts systematically to respond to day by day operational needs and reacts to them, avoiding service disruptions and maintaining coherence to service level agreement.	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.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills for the (further) development of multimedia-applications, software, websites, etc. ✓ TC 3: Maintains / updates an application, a site, a software, a computer, ~~a network~~...				
Dimension 2: e-Competences: Title + generic description	**C.3. Service Delivery** The web designer 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	Level 3	Level 4	Level 5
		Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network... ✓ BC 15: Is aware of the importance of details and precision (accurateness)				

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Dimension 2: e-Competences: Title + generic description	**C.4. Problem Management** 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	Level 4	Level 5
			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.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network… ✓ BC 2: Is able to analyse and solve problems ✓ BC 15: Is aware of the importance of details and precision (accurateness)				

Dimension 1: e-Competence area	**D. ENABLE**				
Dimension 2: e-Competences: Title + generic description	**D.5. Sales Proposal Development** The web designer organises the collaboration between the relevant internal departments (e.g. technical, sales and legal) to meet customer solution requirements. That means that he is responsible for the organisations capacity to deliver and the development of technical proposals. He tries to find an 'off the shelf' solution for different customer requirements.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises collaboration between relevant internal departments, for example, technical, sales and legal. Facilitates comparison between customer requirement and available 'off the shelf' solutions.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC4: Is customer orientated and able to imagine the user perspective and to adapt decisions

Dimension 1: e-Competence area	**E. MANAGE**				
Dimension 2: e-Competences: Title + generic description	**E.2. Project and Portfolio Management** 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-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.	Accounts for own and others' activities, works within the project boundary, makes choices and gives instructions; manages and supervises relationships within the team; plans and establishes team objectives and outputs and documents results.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 3: Schedules working processes and prioritizes tasks ~~independently~~ (time management) ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ BC 12: Is able to work in a team				
Dimension 2: e-Competences: Title + generic description	**E.3. Risk Management** 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.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.			-
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 6: Analyzes the relevance of choices (critical self-reflection)				

Dimension 2: e-Competences: Title + generic description	**E.4. Relationship Management** 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	Level 4	Level 5
			Accounts for own and others actions in managing a limited client base.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 12: Develops and applies a user behaviour evaluation system ✓ BC 8: Is familiar with the technical trends / business culture of the branch /industry ✓ BC 10: Commits to corporate strategy, culture and objectives ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 14: Has presentation and moderation skills				
Dimension 2: e-Competences: Title + generic description	**E.8. Information Security Management** 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. The web designer scans the environment to identify and define vulnerabilities and threats. Non-compliances are recorded and escalated.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Systematically scans the environment to identify and define vulnerabilities and threats. Records and escalates non-compliance.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 8: Manages a data-processing network (safety, right of access, daily maintenance)				

2.2 Web content / Multimedia developer

2.2.1 Job description

The web content/multimedia developer researches options, decides on the optimal choice and formulates them for visualization on a web page or other digital medium. In doing so, he determines the specifications and directs other team members (particularly the web designer), giving them technical and design constraints to be respected. Additionally, the web content/multimedia developer aggregates (collects and/or produces), uploads and continuously refreshes the textual and multimedia content of the website/medium. Content may consist of text, graphics, pictures, audiovisual files etc.

2.2.2 Profile

Dimension 1: e-Competence area	A. PLAN				
Dimension 2: e-Competences: Title + generic description	A.1. IS and Business Strategy Alignment The web content/multimedia developer is aware of long term business requirements and is able to make input to the upper management on the development of the Information System model. He is able to report incoherencies in the implementation of strategic ICT policy of the enterprise to the upper management.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Is aware of long term require-ments and can make input to the upper ma-nagement on ICT poli-cy decisions. Can report incoheren-cies to the upper ma-nagement.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 10: Is committed to corporate strategy, culture and objectives				
Dimension 2: e-Competences: Title + generic description	A.4. Specification Creation In analysing and defining the current and target status of a content module, the web content/multimedia developer 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	Level 3	Level 4	Level 5
		Acts systematically to document standard and simple elements of product or project.	Exploits specialist knowledge in specification development to create and maintain complex documents of the project or product.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ MC 1: Conducts feasibility studies (technical, ~~financial~~) ✓ MC 4: Writes requirements specifications, technical specifications and reports (clear, precise and detailed) ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions ✓ BC 19: Is aware of inclusive design methodologies (elderly, handicapped, etc.)
Dimension 2: e-Competences: Title + generic description	**A.5. Systems Architecture** The web content/multimedia developer 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 has a large understanding of ICT technology to be deployed in multiple IT projects and ensures that all technical aspects take account of interoperability, scalability and usability.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Contributes to ICT specifications on the basis of a large understanding of ICT technology to be deployed in multiple IT projects, applications or infrastructure improvements.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware, etc. ✓ CC 10: Prepares content modules ✓ MC 14: Has knowledge of usability research
Dimension 2: e-Competences: Title + generic description	**A.6. Application Design** During the planning and specification process of the content module, the web content/ multimedia developer 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.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises the overall planning of the design of the application.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills for the (further) development of multimedia-applications, software, websites, etc. ✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware ✓ CC 11: Applies content standards ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ MC 6: Analyses the relevance of choices ✓ MC 15: Has knowledge of usability research ✓ BC 1: Has creativity and imagination
Dimension 2: e-Competences: Title + generic description	**A.7. Technology Watching** The web content/multimedia developer 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.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		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.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 5: Knows the basics of law in the field of activity (contract law, intellectual property rights...) ✓ BC 8: Is familiar with the technical trends / business culture of the branch /industry

Dimension 1: e-Competence area	**B. BUILD**
Dimension 2: e-Competences: Title + generic description	**B.1. Design and Development** The web content/multimedia developer 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.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Systematically develops small components or modules.	Acts creatively to develop and integrate components into a larger product.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 1: Creates graphic documents, layouts and web design ✓ TC 2: Has programming skills for the (further) development of multimedia-applications, software, websites etc. ✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network... ✓ TC 5: Documents a text, an application, the functions of a software, a website ✓ TC 6: Develops and manages databases ✓ TC 11: Has user skills for successful handling of multimedia-software, applications, hardware, etc. ✓ CC 1: Drafts texts, clearly & concisely, with due regard for orthography & grammar in the native language ✓ CC 2: Drafts texts, clearly & concisely, with due regard for orthography & grammar in the foreign language ✓ CC 8: Handles design methods in content development ✓ CC 9: Creates 2D and/or 3D animations ✓ CC 11: Applies content standards ✓ CC 13: Handles pictures and graphic managing softwares ✓ CC 16: Analyses different sources of information ✓ CC 18: Understands theoretical background and development of media ✓ BC 1: Has creativity and imagination ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 13: Imparts / explains technical knowledge to others, has a sense of teaching ✓ BC 15: Is aware of the importance of details and precision (accurateness)

Dimension 2: e-Competences: Title + generic description	**B.2. Systems Integration** The web content/multimedia developer identifies systematically the compatibility of different software and hardware specifications and installs them into an existing or proposed system. To ensure integrity and interoperability he complies with established processes and procedures and considers the specification, capacity and compatibility of existing and new modules. He documents the successful integration and all activities during the installation and records deviations and remedial activities.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Acts systematically to identify compatibility of software and hardware specifications. Documents all activities during installation and records deviations and remedial activities.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 11: Applies content standards ✓ BC 15: Is aware of the importance of details and precision				
Dimension 2: e-Competences: Title + generic description	**B.3. Testing** He is able to organise 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 components or systems conforms to the expectation. By documenting and reporting the tests and results he provides an important input to evidence certification requirements.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises test programmes and builds scripts to stress test likely vulnerabilities. Records and reports outcomes providing analysis of results.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 4: Tests / validates an application, a software and submits reports				
Dimension 2: e-Competences: Title + generic description	**B.4. Solution Deployment** 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 but if required he also engages specialist resources (e.g. third party network providers).				

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		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.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills fort he (further) development of multimedia-applications, software, websites etc. ✓ TC 10: Knows how to optimize a site according to the requirements of search engines

Dimension 2: e-Competences: Title + generic description	**B.5. Technical Publications Development** 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 web content/multimedia developer is also responsible for the document-management system and the update and validation of the existing documentation.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises the production of documents taking input from technical authors.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 5: Documents a text, an application, the functions of a software, a website

Dimension 1: e-Competence area	**C. RUN**
Dimension 2: e-Competences: Title + generic description	**C.1. User support** 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 the service and system performance is optimised. He works together with senior operatives to solve complex and unresolved incidents.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		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.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 3: Knows the communication rules on the Internet in the native language ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions

Dimension 2: e-Competences: Title + generic description	**C.2. Change support** He implements and provides guidance for the evolution of an IT solution. He controls and schedules all modifications of software or hardware to prevent an unpredictable outcome because of multiple upgrades. He maintains coherence to the service level agreement by responding systematically to day by day operational needs, reacting to them and by avoiding service disruptions.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Acts systematically to respond to day by day operational needs and reacts to them, avoiding service disruptions and maintaining coherence to service level agreement.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, ~~a network~~...

Dimension 2: e-Competences: Title + generic description	**C.3. Service Delivery** The web content/multimedia developer 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	Level 3	Level 4	Level 5
		Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network... ✓ BC 15: Is aware of the importance of details and precision

Dimension 2: e-Competences: Title + generic description	**C.4. Problem Management** 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	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network... ✓ BC 2: Is able to analyse and solve problems ✓ BC 15: Is aware of the importance of details and precision

Dimension 1: e-Competence area	**E. MANAGE**

Dimension 2: e-Competences: Title + generic description	**E.2. Project and Portfolio Management** 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-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.	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.	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.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 1: Conducts feasibility studies ✓ MC 3: Schedules working processes and prioritizes tasks (independently) (time management) ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences				
Dimension 2: e-Competences: Title + generic description	**E.3. Risk Management** 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.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.			-
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 6: Analyzes the relevance of choices (critical self-reflection)				

Dimension 2: e-Competences: Title + generic description	**E.4. Relationship Management** 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	Level 4	Level 5
			Accounts for own and others actions in managing a limited client base.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 8: Is familiar with the general business culture of the branch /industry ✓ BC 10: Commits to corporate strategy, culture and objectives ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 14: Has presentation and moderation skills				

2.3 Digital animator / 2D-3D specialist

2.3.1 Job description

A digital animator/2D-3D specialist is the creator of moving pictures in a digital environment, using 2D or 3D techniques. This is often also referred to as computer animation, computer-generated imagery (CGI), virtual animation etc. It has been agreed to call this function "digital animator" to underline its media-neutral approach.

2.3.2 Profile

Dimension 1: e-Competence area	A. PLAN				
Dimension 2: e-Competences: Title + generic description	**A.4. Specification Creation** In analysing and defining the current and target status of a content module, the digital animator/2D-3D specialist estimates 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	Level 3	Level 4	Level 5
			Exploits specialist knowledge in specification development to create and maintain complex documents of the project or product.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 11: Applies content standards ✓ MC 1: Conducts feasibility studies (technical, ~~financial...~~) ✓ MC 4: Writes requirements specifications, technical specifications and reports (clear, precise and detailed) ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions				
Dimension 2: e-Competences: Title + generic description	**A.5. Systems Architecture** The digital animator/2D-3D specialist 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	Level 4	Level 5
			Exploits specialist knowledge to define relevant ICT technology and specifications to be deployed in the construction of multiple IT projects, applications or infrastructure improvements.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware, etc.

Dimension 2: e-Competences: Title + generic description	**A.6. Application Design** During the planning and specification process of the content module, the digital animator/2D-3D specialist 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	Level 3	Level 4	Level 5
		Organises the overall planning of the design of the application.	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ MC 6: Analyses the relevance of choices ✓ MC 14: Has knowledge of usability research ✓ BC 1: Has creativity and imagination

Dimension 2: e-Competences: Title + generic description	**A.7. Technology Watching** The digital animator/2D-3D specialist 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.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		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.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 5: Knows the basics of law in the field of activity (contract law, intellectual property rights...) ✓ BC 8: Is familiar with the technical trends / business culture of the branch / industry

Dimension 1: e-Competence area	**B. BUILD**

Dimension 2: e-Competences: Title + generic description	**B.1. Design and Development** The digital animator/2D-3D specialist 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.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Systematically develops small components or modules.	Acts creatively to develop and integrate components into a larger product.		

| Dimension 2: e-Competences: Title + generic description | **B.2. Systems Integration**
The digital animator/2D-3D specialist 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	Level 4	Level 5
			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.		

| Dimension 2: e-Competences: Title + generic description | **B.3. Testing**
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 components or systems conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users or maintainers and to evidence certification requirements. |

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises test programmes and builds scripts to stress test likely vulnerabilities. Records and reports outcomes providing analysis of results.	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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 4: Tests / validates an application, a software and submits reports

Dimension 2: e-Competences: Title + generic description	**B.4. Solution Deployment** 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	Level 3	Level 4	Level 5
		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.	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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills fort he (further) development of multimedia-applications, software, websites etc.

Dimension 2: e-Competences: Title + generic description	**B.5. Technical Publications Development** 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 digital animator/2D-3D specialist is also responsible for the document-management system and the update and validation of the existing documentation.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises the production of documents taking input from technical authors.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 5: Documents a text, an application, the functions of a software, a website				

Dimension 1: e-Competence area	**C. RUN**				
Dimension 2: e-Competences: Title + generic description	**C.2. Change support** He implements and provides guidance for the evolution of an IT solution. He controls and schedules all modifications of software or hardware to prevent an unpredictable outcome because of multiple upgrades. He maintains coherence to the service level agreement by responding systematically to day by day operational needs, reacting to them and by avoiding service disruptions.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Acts systematically to respond to day by day operational needs and reacts to them, avoiding service disruptions and maintaining coherence to service level agreement.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network…				
Dimension 2: e-Competences: Title + generic description	**C.3. Service Delivery** The digital animator/2D-3D specialist 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	Level 3	Level 4	Level 5
		Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.			

Dimension 4: *Knowledge and Skills according to CompTrain Framework*	✓ MC 3: Schedules working processes and prioritizes tasks (independently) (time management)

Dimension 2: *e-Competences: Title + generic description*	**C.4. Problem Management** 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	Level 4	Level 5
			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.		

Dimension 4: *Knowledge and Skills according to CompTrain Framework*	✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ BC 2: Is able to analyze and solve problems

Dimension 1: e-Competence area	**E. MANAGE**				
Dimension 2: e-Competences: Title + generic description	**E.2. Project and Portfolio Management** 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-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.	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.	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.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 1: Conducts feasibility studies ✓ MC 3: Schedules working processes and prioritizes tasks (independently) (time management) ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences				
Dimension 2: e-Competences: Title + generic description	**E.3. Risk Management** 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.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.			-
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 6: Analyzes the relevance of choices (critical self-reflection)				

Dimension 2: e-Competences: Title + generic description	E.4. Relationship Management 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	Level 4	Level 5
			Accounts for own and others actions in managing a limited client base.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 10: Commits to corporate strategy, culture and objectives ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 14: Has presentation and moderation skills				

2.4 Webmaster

2.4.1 Job description

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.

2.4.2 Profile

Dimension 1: e-Competence area	A. PLAN				
Dimension 2: e-Competences: Title + generic description	**A.1. IS and Business Strategy Alignment** The webmaster is aware of long term business requirements and is able to make input to the upper management on the development of the Information System model. He is able to report incoherencies in the implementation of strategic ICT policy of the enterprise to the upper management.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Is aware of long term require-ments and can make input to the upper ma-nagement on ICT policy deci-sions. Can report inco-herencies to the upper manage-ment.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 10: Is committed to corporate strategy, culture and objectives				
Dimension 2: e-Competences: Title + generic description	**A.3. Business Plan Development** 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	Level 3	Level 4	Level 5
			Exploits specialist knowledge to provide analysis of market environment etc.		

Dimension 4: Knowledge and Skills according to CompTrain Framework
✓ MC 1: Conducts feasibility studies (technical, financial) (NOTE: in the absence of a web content manager)

Dimension 2: e-Competences: Title + generic description
A.4. Specification Creation 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	Level 3	Level 4	Level 5
		Acts systematically to document standard and simple elements of product or project.	Exploits specialist knowledge in specification development to create and maintain complex documents of the project or product.		

Dimension 4: Knowledge and Skills according to CompTrain Framework
✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ MC 1: Conducts feasibility studies (technical, financial) ✓ MC 4: Writes requirements specifications, technical specifications and reports (clear, precise and detailed) ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions

Dimension 2: e-Competences: Title + generic description
A.5. Systems Architecture 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	Level 4	Level 5
			Exploits specialist knowledge to define relevant ICT technology and specifications to be deployed in the construction of multiple IT projects, applications or infrastructure improvements.		

Dimension 4: Knowledge and Skills according to CompTrain Framework
✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware, etc. ✓ CC 10: Prepares content modules ✓ MC 14: Has knowledge of usability research

Dimension 2: e-Competences: Title + generic description	**A.6. Application Design** 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	Level 3	Level 4	Level 5
		Organises the overall planning of the design of the application.	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills fort he (further) development of multimedia-applications, software, websites, etc. ✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware ✓ MC 3: Schedules working processes and prioritizes tasks indepedently (time management) ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ MC 6: Analyses the relevance of choices ✓ MC 14: Has knowledge of usability research ✓ BC 1: Has creativity and imagination				
Dimension 2: e-Competences: Title + generic description	**A.7. Technology Watching** 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	Level 3	Level 4	Level 5
		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.	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.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 8: Is familiar with the technical trends / general business culture of the branch / industry				

Dimension 1: e-Competence area	B. BUILD				
Dimension 2: e-Competences: Title + generic description	**B.1. Design and Development** 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	Level 4	Level 5
		Systematically develops small components or modules.	Acts creatively to develop and integrate components into a larger product.	Handles complexity by developing standard procedures and architectures in support of cohesive product development.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 1: Creates graphic documents, layouts and web design ✓ TC 2: Has programming skills for the (further) development of multimedia-applications, software, websites etc. ✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network... ✓ TC 5: Documents a text, an application, the functions of a software, a website ✓ TC 6: Develops and manages databases ✓ TC 8: Manages a data-processing network (safety, right of access, daily maintenance) ✓ TC 9: Knows how to make use of search engines on the Internet ✓ TC 11: Has user skills for successful handling of multimedia-software, applications, hardware, etc. ✓ CC 1: Drafts texts, clearly & concisely, with due regard for orthography & grammar in the native language ✓ CC 2: Drafts texts, clearly & concisely, with due regard for orthography & grammar in the foreign language ✓ CC 10: Prepares content modules ✓ CC 13: Handles picture and graphic management softwares ✓ BC 1: Has creativity and imagination ✓ BC 3: Knows to seek and classify information on the internet and elsewhere ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions ✓ BC 6: Communicates with customers or within the company ✓ BC 7: Communicates in English or other foreign languages ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 13: Imparts / explains technical knowledge to others, has a sense of teaching ✓ BC 14: Has presentation and moderation skills ✓ BC 15: Is aware of the importance of details and precision (accurateness)				
Dimension 2: e-Competences: Title + generic description	**B.2. Systems Integration** 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	Level 4	Level 5
			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.		

Dimension 4: *Knowledge and* *Skills according* *to CompTrain* *Framework*	✔ TC 13: Knows how to integrate various components of an application / a website ✔ MC 13: Handles standards and other international usances ✔ BC 15: Is aware of the importance of details and precision (accurateness)

Dimension 2: *e-Competences:* *Title + generic* *description*	**B.3. Testing** 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 components or systems conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users or maintainers and to evidence certification requirements.

Dimension 3: *e-Competence* *proficiency levels*	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises test programmes and builds scripts to stress test likely vulnerabilities. Records and reports outcomes providing analysis of results.	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.		

Dimension 4: *Knowledge and* *Skills according* *to CompTrain* *Framework*	✔ TC 4: Tests / validates an application, a software and submits reports

Dimension 2: *e-Competences:* *Title + generic* *description*	**B.4. Solution Deployment** 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	Level 3	Level 4	Level 5
		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.	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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills for the (further) development of multimedia-applications, software, websites etc. ✓ TC 5: Documents a website ✓ TC 7: Manages the data-processing station ✓ TC 10: Knows how to optimize a site according to the requirements of search engines

Dimension 2: e-Competences: Title + generic description	**B.5. Technical Publications Development** 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	Level 3	Level 4	Level 5
		Organises the production of documents taking input from technical authors.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 5: Documents a website

Dimension 1: e-Competence area	**C. RUN**

Dimension 2: e-Competences: Title + generic description	**C.1. User support** 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	Level 3	Level 4	Level 5
		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.	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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network... ✓ TC 7: Manages the data-processing station ✓ CC 3: Knows the communication rules on the Internet in the native language ✓ CC 4: Knows the communication rules on the Internet in a foreign language ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions

Dimension 2: e-Competences: Title + generic description	**C.2. Change support** 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	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 3: Maintains / updates an application, a site, a software, a computer, a network... ✓ BC 2: Is able to analyse and solve problems

Dimension 2: e-Competences: Title + generic description	**C.3. Service Delivery** 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	Level 3	Level 4	Level 5
		Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 2: Is able to analyse and solve problems ✓ BC 9: Understands the corporate culture, the constraints of other departments ✓ BC 15: Is aware of the importance of details and precision (accurateness)

Dimension 2: e-Competences: Title + generic description	**C.4. Problem Management** 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	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ BC 2: Is able to analyze and solve problems

Dimension 1: e-Competence area	D. ENABLE				
Dimension 2: e-Competences: Title + generic description	**D.1. Information Security Strategy Development** 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	Level 5
				Exploits depth of expertise and leverages external standards and best practices.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 5: Knows the basics of law in the field of activity (contract law, intellectual property rights...) ✓ MC 17: Develops and applies information security strategy, rules and methods				
Dimension 2: e-Competences: Title + generic description	**D.2. ICT Quality Strategy Development** 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	Level 5
				Exploits wide ranging specialist knowledge to leverage and authorise the application of external standards and best practices.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 11: Develops and applies quality assurance strategy, rules and methods				
Dimension 2: e-Competences: Title + generic description	**D.4. Purchasing** He ensures a consistent procurement procedure that adds business value to the organisation. That means that he is responsible for specification requirements, supplier identification, proposal analysis, contract negotiation, supplier selection and contract placement. He evaluates the performance, cost, timeliness and quality of different suppliers, products and services and then he selects the best.				

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 9: Measures and characterizes audience and draws appropriate conclusions ✓ MC 7: Negotiates, manages, directs, controls subcontractors

Dimension 2: e-Competences: Title + generic description	**D.5. Sales Proposal Development** 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	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 9: Measures and characterizes audience and draws conclusions

Dimension 2: e-Competences: Title + generic description	**D.8. Contract Management** 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	Level 4	Level 5
			Evaluates supplier contract performance by monitoring performance indicators. Assures performance of the complete supply chain. Influences the terms of contract renewal.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 5: Knows the basics of law in the field of activity (contract law, intellectual property rights...) ✓ MC 7: Negotiates, manages, directs, controls subcontractors

Dimension 1: e-Competence area	**E. MANAGE**

Dimension 2: e-Competences: Title + generic description	**E.1. Forecast Development** 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	Level 4	Level 5
			Exploits skills to provide short-term forecast using market inputs and assessing the organisations production and selling capabilities.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 9: Measures and characterizes audience and draws conclusions

Dimension 2: e-Competences: Title + generic description	**E.2. Project and Portfolio Management** 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-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.	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.	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.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 1: Conducts feasibility studies ✓ MC 3: Schedules working processes and prioritizes tasks independently (time management) ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ MC 6: Analyzes the relevance of choices (critical self-reflection) ✓ MC 8: Manages, negotiates, directs, controls a team ✓ MC 12: Manages and evaluates project

Dimension 2: e-Competences: Title + generic description	**E.3. Risk Management** 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	Level 3	Level 4	Level 5
		Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.	Decides on appropriate actions required to adapt security and address risk exposure. Evaluates, manages and ensures validation of exceptions; audits ICT processes and environment.		-

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 6: Analyzes the relevance of choices (critical self-reflection) ✓ MC 17: Develops and applies (information) security strategy, rules and methods ✓ BC 9: Understands the corporate culture, the constraints of other departments

Dimension 2: e-Competences: Title + generic description	**E.4. Relationship Management** 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	Level 4	Level 5
			Accounts for own and others actions in managing a limited client base.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 12: Develops and applies a user behaviour evaluation system ✓ BC 8: Is familiar with the technical trends / business culture of the branch / industry ✓ BC 10: Commits to corporate strategy, culture and objectives ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 14: Has presentation and moderation skills				
Dimension 2: e-Competences: Title + generic description	**E.5. Process improvement** 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	Level 4	Level 5
			Exploits specialist knowledge to research existing ICT processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 8: Is familiar with the technical trends / business culture of the branch / industry ✓ MC 6: Analyzes the relevance of choices (critical self-reflection)				
Dimension 2: e-Competences: Title + generic description	**E.6. ICT Quality Management** 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	Level 4	Level 5
			Evaluates quality management indicators and processes based on ICT quality policy and proposes remedial action.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 11: Develops and applies quality assurance strategy, rules and methods				

Dimension 2: e-Competences: Title + generic description	**E.7. Business Change Management** 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	Level 4	Level 5
			Evaluates change requirements and exploits specialist skills to identify possible methods and standards that can be deployed.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 9: Understands the corporate culture, the constraints of other departments				
Dimension 2: e-Competences: Title + generic description	**E.8. Information Security Management** 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	Level 4	Level 5
			Evaluates security management measures and indicators and decides if compliant to information security policy. Investigates and instigates remedial measures to address any security breaches.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 8: Manages data-processing network (website) with regard to safety, right of access (daily maintenance)				

2.5 Web content manager

2.5.1 Job description

The web content manager takes care of the business perspectives of web development which consists in planning, defining, organising, structuring and controlling the web content, in accordance with the general strategy of the organisation. This covers the management of content, advertising, marketing and order fulfilment for the website as well as its adaptation (if needed) to cultural approaches for any country targeted by the organisation. Furthermore, the web content manager collects client requirements and distributes this knowledge to a team of professionals who will actually plan, develop and operate the website. The web content manager is often part of (or has direct access to) the upper management layers of the company. In some large companies, the web content manager manages the entire web team in line with the strategic and communication objectives and orientations of the website as the expression and the image of the company.

2.5.2 Profile

Dimension 1: e-Competence area	A. PLAN				
Dimension 2: e-Competences: Title + generic description	**A.1. IS and Business Strategy Alignment** The web content manager is aware of long term business requirements and is able to implement requirements regarding the Information System model as communicated by the upper management. He acts as an important interface between the top management and the team. He is able to develop and implement strategic and innovative long term business solutions.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Acts as an interface between top management and team, is a driving force in view of developing and implementing strategic and innovative long term business solutions. Can participate in long term strategy development.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 10: Is committed to corporate strategy, culture and objectives				
Dimension 2: e-Competences: Title + generic description	**A.2. Service level management** He negotiates final service level agreements (SLA) and contracts for services offered. He considers the needs and capacity of customers and business. He adapts the enterprise strategy to the SLA in order to achieve forecasted results.				

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
			Influences and prepares the final service level agreement (SLA) and accounts for the final content.	Provides leadership to amend the enterprise strategy with respect to Service Level Agreements in order to achieve forecasted results.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 5: Knows the basics of law in the field of activity (contractual law, intellectual property rights…) ✓ MC 7: Negotiates with, manages, directs, controls subcontractors

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

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Provides leadership for the creation of an information systems strategy which meets the requirements of the business.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 1: Conducts feasibility studies (technical, financial) ✓ MC 2: Plans budget

Dimension 2: e-Competences: Title + generic description	**A.4. Specification Creation** In analysing and defining the current and target status of a content module, the web content manager estimates cost effectiveness and design decision templates. He is responsible for a complete project or product specifications (i.e. maintaining project diary and developing structure plans, timescales and milestone descriptions).

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Acts with wide ranging accountability to take responsibility for complete project or product specification.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ MC 1: Conducts feasibility studies (technical, financial) ✓ MC 4: Writes requirements specifications, technical specifications and reports (clear, precise and detailed) ✓ MC 13: Handles standards and other international usances ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions

Dimension 2: e-Competences: Title + generic description	**A.5. Systems Architecture** The web content manager contributes to a formal approach to implement ICT technology in line with business requirements. He therefore identifies the components required, hardware, software and technology platforms that need to be integrated to meet current and future needs of the product. He ensures that all technical aspects take account of interoperability, scalability and usability. He defines the strategy to implement ICT technology according to business need.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Acts with wide ranging accountability to define the strategy to implement ICT technology compliant with business need, and accounting for the current technology platform, obsolescent equipment and latest technological innovations.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 11: Has user skills for the successful handling of multimedia-software, applications, hardware, etc. ✓ CC 11: Applies content standards ✓ MC 14: Has knowledge of usability research ✓ BC 19: Is aware of inclusive design methodologies (elderly, handicapped, etc.)				
Dimension 2: e-Competences: Title + generic description	**A.6. Application Design** During the planning and specification process of the content module, the web content manager organises the design of an application in accordance with ICT policy and user or customer needs. He estimates costs of development, installation and maintenance and selects technical options for building the application. He integrates an application within a complex environment considering a large user perspective. He validates the models with representative users.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Manages and supervises correct integration of an application within a complex environment, integrating a large user perspective.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 10: Knows how to optimize a site according to the requirements of search engines ✓ MC 3: Schedules working processes and prioritizes tasks independently (time management) ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ MC 6: Analyses the relevance of choices ✓ MC 14: Has knowledge of usability research ✓ MC 16: Foresees the (further) development of multimedia-applications, software, websites etc. ✓ BC 1: Has Creativity and imagination				

Dimension 2: e-Competences: Title + generic description	**A.7. Technology Watching** The web content manager contributes added value by making steps towards improvements in efficiency, productivity quality or competitiveness of the developed content module or application. He is able to envision and articulate the solutions of the future because of his knowledge of new and emerging technologies. He gives advice to the leadership teams concerning the business and technology.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Exploits wide ranging specialist knowledge of new and emerging technologies, coupled with a deep understanding of the business, to envision and articulate the solutions of the future. Provides expert guidance and advice, to the leadership teams in business and in technology, about potential innovations to support strategic decision making.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 8: Is familiar with the technical trends / general business culture of the branch / industry				

Dimension 1: e-Competence area	**B. BUILD**				
Dimension 2: e-Competences: Title + generic description	**B.1. Design and Development** He designs and engineers software modules and different components. He always considers the required specifications. He tests singular units and the whole system to ensure that all functional and performance criteria are met. He develops standard procedures and architectures to handle complexity.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Handles complexity by developing standard procedures and architectures in support of cohesive product development.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ TC 2: Has programming skills for the (further) development of multimedia applications, software, websites etc. ✓ TC 6: Develops and manages databases ✓ CC 1: Drafts texts, clearly & concisely, with due regard for orthography & grammar in the native language ✓ CC 2: Drafts texts, clearly & concisely, with due regard for orthography & grammar in English ✓ BC 1: Has creativity and imagination ✓ BC 3: Knows to seek and classify information on the internet and elsewhere ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions ✓ BC 6: Communicates with customers or within the company ✓ BC 7: Communicates in English or other foreign languages ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 13: Imparts / explains technical knowledge to others, has a sense of teaching ✓ BC 14: Has presentation and moderation skills ✓ BC 15: Is aware of the importance of details and precision (accurateness)
Dimension 2: e-Competences: Title + generic description	**B.2. Systems Integration** The web content manager specialist installs the hardware and software into an existing or proposed system. He creates an integration process and establishes internal standards. To ensure interoperability and integrity of the overall system functionality and reliability he complies with established processes and procedures. He considers the specification, capacity and compatibility of existing and new modules.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Exploits wide ranging specialist knowledge to create a process for the entire integration cycle, including the establishment of internal standards of practice. Provides leadership to marshal and assign resources for programmes of integration.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 15: Is aware of the importance of details and precision (accurateness)
Dimension 2: e-Competences: Title + generic description	**B.3. Testing** He has specialist knowledge to organise complex test procedures for IT systems or customer usability requirements. These tests ensure that all internal, external, national and international standards are met and that the performance of the new or revised components or systems conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users or maintainers and to evidence certification requirements.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
			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.		

Dimension 2: e-Competences: Title + generic description	**B.4. Solution Deployment** He is involved in the solution construction and the communication with the client. His field of activity includes the configuration (i.e. installation, upgrade, decommission) of hardware, software and the network to ensure the interoperability of system components. He follows predefined general standards of practice. The user gets a fully operational solution from him. He completes the documentation by recording all relevant information including equipment addresses, configuration and performance data. He gives advice on aligning work processes and procedures with software upgrades. But if required he also engages specialist resources (e.g. third party network providers).

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 16: Foresees the (further) development of multimedia applications, software, websites etc. ✓ TC 10: Knows how to optimize a site according to the requirements of search engines

Dimension 2: e-Competences: Title + generic description	**B.5. Technical Publications Development** He produces different documents according to the requirement of the project or application. He prepares the presentation by selecting the appropriate style and media and by describing the different function and features. The web content manager is also responsible for the document-management system and the update and validation of the existing documentation.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
			Decides appropriate document format by analysing requirements and/or creating custom-made templates.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	BC 15: Is aware of the importance of details and precision (accurateness)

Dimension 1: e-Competence area	**C. RUN**
Dimension 2: e-Competences: Title + generic description	**C.1. User support** After interpreting user problems he issues the relevant information to the user. He creates a solution database to resolve incidents faster. He ensures that agreed service levels are met, that the support is available within user business hours and that the service and system performance is improved continually. He is also responsible for the budget management

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 3: Knows the communication rules on the Internet in the native language ✓ CC 4: Knows the communication rules on the Internet in a foreign language ✓ BC 4: Is customer-orientated and able to imagine the user perspective and to adapt decisions ✓ BC 13: Imparts / explains technical knowledge to others, has a sense of teaching
Dimension 2: e-Competences: Title + generic description	**C.2. Change support** 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	Level 4	Level 5
			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.		

Dimension 4: Knowledge and Skills according to CompTrain Framework	BC 15: Is aware of the importance of details and precision (accurateness)

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

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.			

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 2: Is able to analyse and solve problems ✓ BC 9: Understands the corporate culture, the constraints of other departments

Dimension 2: e-Competences: Title + generic description	**C.4. Problem Management** He is able to identify failures and the root cause of incidents within the Information System rapidly, to resolve them and to prevent a recurrence of them by documenting these problems for future analysis. He meets emergency incidents by allocating well trained human resources, tools and diagnostic equipment. He constructs escalation processes to ensure that appropriate resources can be applied to each incident.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Provides leadership and is accountable for the entire problem management process. Schedules and ensures well trained human resources, tools, and diagnostic equipment are available to meet emergency incidents. Has depth of expertise to anticipate critical component failure and make provision for recovery with minimum downtime. Constructs escalation processes to ensure that appropriate resources can be applied to each incident.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 2: Is able to analyse and solve problems				

Dimension 1: e-Competence area	**D. ENABLE**				
Dimension 2: e-Competences: Title + generic description	**D.2. ICT Quality Strategy Development** He is responsible for the ICT quality management system. He identifies critical processes that influence the service delivery and product performance. He satisfies customer expectations and improves business performance by defining, improving and refining the strategy. He formulates objectives for service management and product and process quality. The web content manager leverages and authorises the application of external standards and best practices.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Exploits wide ranging specialist knowledge to leverage and authorise the application of external standards and best practices.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 11: Develops and applies quality assurance strategy, rules and methods				
Dimension 2: e-Competences: Title + generic description	**D.3. Education and Training Provision** The web content manager is responsible for the ICT training policy. That includes the definition, the implementation, the organisation, the structuring and scheduling of different training programmes and its evaluation. After the implementation he aspires to improvement and adaptation. He always considers training needs and organisation requirements.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
		Organises the identification of training needs; collates organisation requirements, identifies, selects and prepares schedule of training interventions.			
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 13: Imparts / explains technical knowledge to others, has a sense of teaching ✓ BC 10: Is committed to corporate strategy, culture and objectives ✓ BC 12: Is able to work in a team ✓ BC 14: Has presentation and moderation skills				
Dimension 2: e-Competences: Title + generic description	**D.4. Purchasing** He is responsible for the application of the organisations procurement policies and the process enhancement. He ensures a consistent procurement procedure that adds business value to the organisation. That means that he is responsible for specification requirements, supplier identification, proposal analysis, contract negotiation, supplier selection and contract placement.				

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				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.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 7: Negotiates with, manages, directs, controls subcontractors

Dimension 2: e-Competences: Title + generic description	**D.5. Sales Proposal Development** The web content manager is responsible for the organisations capacity to deliver and the development of technical proposals to meet customer solution requirements ideally. He acts as a "consultative seller" by interpreting and influencing customer needs and the reference business contexts.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				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".	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 9: Measures and characterizes audience and draws conclusions

Dimension 2: e-Competences: Title + generic description	**D.8. Contract Management** The regular communication with the supplier and the compliance of the supplier contract are his fields of responsibility. He provides and negotiates a contract in accordance with organisational processes and ensures the adherence to it (e.g. quality standards, time of delivery). He also maintains budget integrity and checks that the supplier complies with legal and health and safety standards.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Provides Leadership for supplier contract compliance and is the final escalation point for issue resolution.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ CC 5: Knows the basics of law in the field of activity (contract law, intellectual property rights...) ✓ MC 7: Negotiates with, manages, directs, controls subcontractors

Dimension 1: e-Competence area	**E. MANAGE**

Dimension 2: e-Competences: Title + generic description	**E.1. Forecast Development** He interprets market needs and the acceptance of products/services. He applies relevant metrics to support different departments (e.g. production, marketing, sales and distribution) in the decision-making process. He understands the global marketplace to identify and evaluate relevant inputs from the business, political and social context.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Acts with wide ranging accountability for the production of a long-term forecast. Understands the global marketplace, identifying and evaluating relevant inputs from the broader business, political and social context.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 9: Measures and characterizes audience and draws conclusions ✓ MC 16: Foresees the (further) development of multimedia applications, software, websites etc.

Dimension 2: e-Competences: Title + generic description	**E.2. Project and Portfolio Management** He has knowledge of project management. That means that he is able to define activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to meet identified business needs by implementing new, internal or external defined processes. Sometimes he takes the overall responsibility for an ICT project (i.e. outcomes, finance, resource management, time management). He also creates and maintains documents to facilitate the monitoring of project progress.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				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.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 1: Conducts feasibility studies (technical, financial) ✓ MC 3: Schedules working processes and prioritizes tasks independently (time management) ✓ MC 5: Develops / finds solutions and validates their relevance and their consequences ✓ MC 6: Analyzes the relevance of choices (critical self-reflection) ✓ MC 8: Manages, directs, controls a team ✓ MC 12: Manages and evaluates project ✓ BC 2: Is able to analyse and solve problems

Dimension 2: e-Competences: Title + generic description	**E.3. Risk Management** He implements the risk management considering information systems, all the possible constraints (including technical, economic and political issues) and the application of the enterprise defined risk management policy and procedure. He assesses risk and documents potential risk and containment plans.

Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Provides leadership to define and make applicable a policy for risk management by considering all the possible constraints, including technical, economic and political issues. Delegates assignments.	

Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 2: Plans budget ✓ MC 6: Analyzes the relevance of choices (critical self-reflection) ✓ BC 9: Understands the corporate culture, the constraints of other departments

Dimension 2: e-Competences: Title + generic description	E.4. Relationship Management He is responsible for a positive business relationship between the client and the internal or external provider deploying and complying with organisational processes. He maintains a regular communication with them and he is familiar with their environment. He ensures that all the needs, concerns and also complaints of the client, partner and supplier are understood and addressed in accordance with organisational policy. He authorises the investment in new and existing relationships.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Provides leadership for large or many client relationships. Authorises investment in new and existing relationships. Leads the design of a workable procedure for maintaining positive business relationships.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 6: Communicates with customers and within the company ✓ BC 7: Communicates in English and other foreign languages ✓ BC 8: Is familiar with the general technical trends / business culture of the branch / industry ✓ BC 10: Is committed to corporate strategy, culture and objectives ✓ BC 11: Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns ✓ BC 12: Is able to work in a team ✓ BC 14: Has presentation and moderation skills				
Dimension 2: e-Competences: Title + generic description	E.5. Process improvement The web content manager researches and benchmarks ICT processes. He evaluates, designs and implements process or technology changes systematically for measurable business benefit. He measures the effectiveness of existing ICT processes. He implements innovations and improvements to enhance competitiveness and efficiency. He persuades the senior management of potential changes.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Provides leadership and authorises implementation of innovations and improvements that will enhance competitiveness or efficiency. Demonstrates to senior management the business advantage of potential changes.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 8: Is familiar with the general technical trends / business culture of the branch / industry ✓ MC 6: Analyzes the relevance of choices (critical self-reflection)				

Dimension 2: e-Competences: Title + generic description	**E.6. ICT Quality Management** He is responsible for the implementation and assurance of the ICT quality policy and the continuous quality improvement. He plans and defines indicators to manage the quality with respect to ICT strategy and to review the performance. He provides leadership for quality policy implementation and for setting and exceeding quality standards.				
Dimension 3: e-Competence proficiency levels	Level 1	Level 2	Level 3	Level 4	Level 5
				Assesses and estimates the degree to which quality requirements have been met and provides leadership for quality policy implementa-tion. Provides cross functio-nal leadership for setting and exceeding quality stan-dards.	
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ MC 11: Develops and applies quality assurance strategy, rules and methods				
Dimension 2: e-Competences: Title + generic description	**E.7. Business Change Management** 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	Level 4	Level 5
			Evaluates change requirements and exploits specialist skills to identify possible methods and standards that can be deployed.		
Dimension 4: Knowledge and Skills according to CompTrain Framework	✓ BC 9: Understands the corporate culture, the constraints of other departments				

ANNEX

EQF-CODE MASTER LIST OF COMPETENCES

Technical competences	
TC1	Creates graphic documents, layouts and web design
TC2	Has programming skills for the (further) development of multimedia-applications, software, websites, etc.
TC3	Maintains / updates an application, a site, a software, a computer, a network ...
TC4	Tests / validates an application, a software and submits a report
TC5	Documents a text, an application, the functions of a software / a website
TC6	Develops and manages databases
TC7	Manages the data-processing station (maintenance, updates, antivirus….)
TC8	Manages a data-processing network (safety, right of access, daily maintenance)
TC9	Knows how to make use of search engines on the Internet
TC10	Knows how to optimize a site according to the requirements of search engines
TC11	Has user skills for the successful handling of multimedia-software, applications, hardware, etc.
TC12	Knows how to handle security aspects of a website / database / network
TC13	Knows how to integrate various components of an application / website

Content-related competences	
CC1	Drafts texts, clearly & concisely, with due regard for orthography & grammar in the native language
CC2	Drafts texts, clearly & concisely, with due regard for orthography & grammar in the foreign language
CC3	Knows the communication rules on the Internet in the native language
CC4	Knows the communication rules on the Internet in a foreign language
CC5	Knows the basics of law in the field of activity (contract law, intellectual property rights…)
CC8	Handles design methods in content development
CC9	Creates 2D and/or 3D animations
CC10	Prepares content module
CC11	Applies content standards
CC12	Develops and applies a user behaviour evaluation system
CC13	Handles picture and graphic management softwares
CC14	Uses and applies visual, drawing, sculpting abilities
CC15	Processes and understands interactive virtual environments
CC16	Analyses different sources of information (Statistics, Polls, …)
CC17	Designs complex applications for a specific environment
CC18	Understands theoretical background and development of media

Management competences	
MC1	Conducts feasibility studies (technical, financial)
MC2	Plans budget
MC3	Schedules working processes and prioritizes tasks independently (time management)

MC4	Writes requirements specifications, technical specifications and reports (clear, precise and detailed)
MC5	Develops / finds solutions and validates their relevance and their consequences
MC6	Analyzes the relevance of choices (critical self-reflection)
MC7	Negotiates with, manages, directs, controls subcontractors
MC8	Manages, directs, controls a team
MC9	Measures and characterizes audience and draws appropriate conclusions
MC10	Is familiar with environment- and labour protection issues
MC11	Develops and applies quality assurance strategy, rules and methods
MC12	Manages and evaluates project
MC13	Handles standards and other international usances
MC14	Has knowledge of usability research
MC15	Has good knowledge of the principles of marketing / online marketing
MC16	Foresees the (further) development of multimedia-applications, software, websites etc.
MC17	Develops and applies information security strategy, rules and methods
Behavioural competences	
BC1	Has creativity and imagination
BC2	Is able to analyse and solve problems
BC3	Knows to seek and classify information on the Internet and elsewhere
BC4	Is customer-orientated and able to imagine the user perspective and to adapt decisions
BC5	Wins new customers and retains old ones
BC6	Communicates with customers or within the company
BC7	Communicates in English or other foreign languages
BC8	Is familiar with the technical trends / business culture of the branch / industry
BC9	Understands the corporate culture, the constraints of other departments
BC10	Is commited to corporate strategy, culture and objectives
BC11	Is sensitive and tactful in interpersonal interactions and in cross-cultural concerns
BC12	Is able to work in a team
BC13	Imparts / explains technical knowledge to others, has sense of teaching
BC14	Has presentation and moderation skills
BC15	Is aware of the importance of details and precision (accurateness)
BC16	Obeys ethic principles
BC17	Writes studies and scientific publications
BC18	Analyses human-computer interaction
BC19	Is aware of inclusive design methodologies (elderly, handicapped, etc.)

Education and Culture DG

Leonardo da Vinci

and

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