

Data Security Specialist

COMPETENCY MODEL

Data Security Specialist

INFORMATION AND COMMUNICATIONS TECHNOLOGY SERVICES | SOCIAL SECURITY BOARD

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Organization of the Data Security Specialist Competency Model Document

The Data Security Specialist Competency Model document is arranged in the following two parts:

PART ONE: THE COMPETENCY MODEL

The competency model is presented as a graphic that visually communicates, briefly, all the competencies that are important to the role of Data Security Specialist. This graphic is supported by a brief narrative providing the following information:

- The key distinction between a competency and a competency model.
- Competency groups for the role of Data Security Specialist, and the specific competencies that make up each group.
- A quick reference table showing all competencies and their corresponding definitions.

Part One is a snapshot of the full collection of knowledge, skills, abilities, behaviours, and attitudes required for effective performance in the role Data Security Specialist.

PART TWO: THE COMPETENCY GUIDE

The Competency Guide expands the model shown in Part One and provides the following information to assist in understanding the competency model and its applicability to the job:

- A **one-page illustration** on how to read and interpret the Competency Guide.
- A **definition** of each competency in the model – what the competency means in the context of the job.
- A progressive 5-point **proficiency scale** representing progressive levels of strength in each competency that comprises the model.
 - The rating of 1 represents the lowest level of strength in a competency. In an interview and in evaluating performance at the end of a performance year/cycle, the lowest rating that can be achieved for any competency is 1.
 - The rating of 5 represents the highest level of strength in a competency. In an interview and in evaluating performance at the end of a performance year/cycle, the highest rating that can be achieved for any competency is 5.
 - The rating of 3 is the threshold rating for each competency; it is the minimum rating required for success in each competency. Throughout recruitment, and in evaluating performance at the end of a performance year/cycle, the rating of 3 is referred to as the minimum success rating.
- **Indicators** that are associated with each competency and that describe what each competency “looks like” in practice at each of the five levels of strength on the proficiency scale.

PART 1: The Data Security Specialist Competency Model

This Competency Model presents the set of interrelated competencies that collectively define the requirements for effective performance in the role of Data Security Specialist at the Social Security Board. This competency model is built around three dimensions:

- **Knowledge** – the Specialist’s understanding and appropriate application of essential practical and theoretical information.
- **Skills** – the talents and abilities the Specialist brings to the role.
- **Mindset** – the attitudes and disposition that shape the Specialist’s responses, reactions, and behaviours in doing the work associated with the role.

Each of the above dimensions is described in core, functional and technical competencies.

This model underscores the fact that superior performance in the Data Security Specialist role results from the successful application of behaviour, knowledge, skills, abilities, and attitudes. In other words, success comes not only from what the Data Security Specialist knows and is able to do, but also from how the he/she does it.

What is a Competency?

A **Competency** refers to a specific and observable skill, ability, expertise, behaviour, attitude, or knowledge that enables successful performance in a job or role.

What is a Competency Model?

A **Competency Model** is a set of interrelated competencies that collectively define the requirements for effective performance in a specific job or role. In other words, a competency model is a collection of the most important and relevant skills, abilities, expertise, knowledge, behaviours, and attitudes that enable successful performance in a job or role.

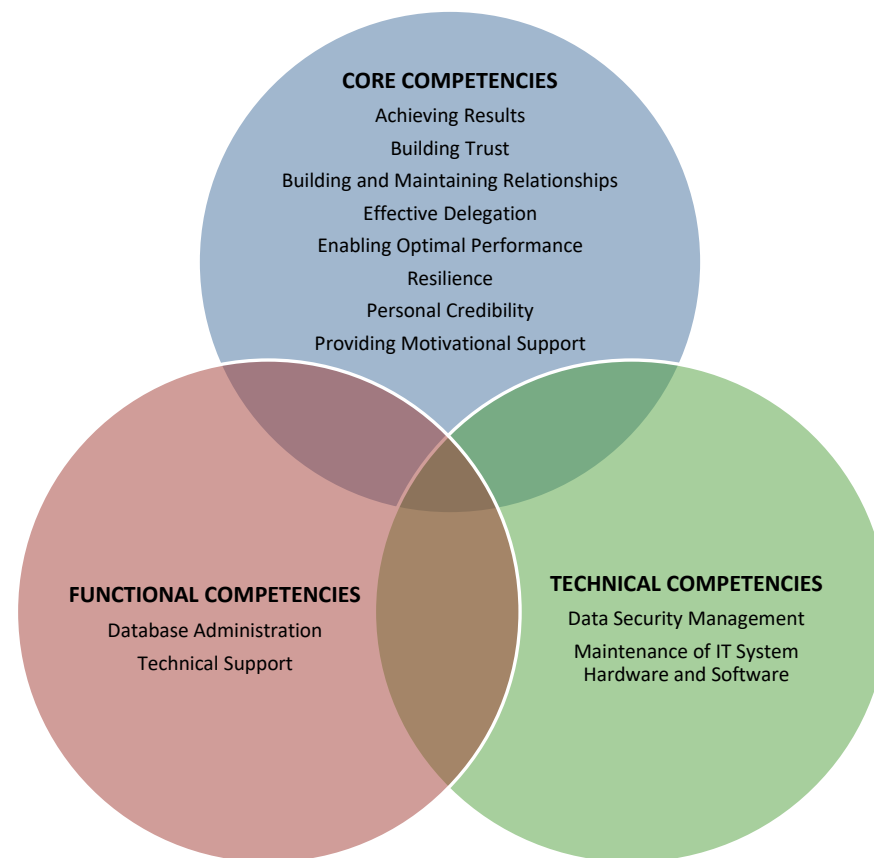
The Data Security Specialist Competency Model is made up of three main groups of competencies: core, functional and technical competencies.

Core Competencies

The **Core Competencies** embody and reflect SSB’s organizational values and describe the behaviours required of anyone who holds a role at Level Seven at the Social Security Board. These core behaviours facilitate proper application of the specialized functional and technical skills and knowledge that are unique to the Data Security Specialist role.

Functional and Technical Competencies

The **Functional and Technical Competencies** describe those unique and specialized skills, knowledge and abilities required specifically to perform successfully in the role of Data Security Specialist.



Competency Model Data Security Specialist

Competency Type	Competency Name	Competency Definition
CORE	Achieving Results	Maintaining consistent focus on the efforts necessary to achieve quality results in line with operational and strategic goals, objectives, and priorities.
	Building Trust	Interacting with others in ways that inspire confidence in one's intentions and those of the organization.
	Building and Maintaining Relationships	The ability to successfully establish and maintain reciprocal, high trust, harmonious working relationships that create value for others, support the achievement of role-related objectives and furthers the aims and objectives of the organization.
	Effective Delegation	Allocating authority and autonomy to maximize the individual's contribution to organizational success.
	Enabling Optimal Performance	Applying strategies and tactics that build the capacity, capability, and confidence of others to fulfil current and future job roles and responsibilities as effectively as possible.
	Resilience	The ability to maintain stamina and performance under stressful conditions and rebound from setbacks and adversities.
	Personal Credibility	Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.
	Providing Motivational Support	Skill at enhancing others' commitment to their work.
FUNCTIONAL	Database Administration	Developing, updating, and monitoring I.T. databases to ensure security and integrity of information.
	Technical Support	Providing quality technical support services to all employees in a professional and timely manner.
TECHNICAL	Data Security Management	Setting, implementing, and updating data security strategies and plans to protect digital information and mitigate risks and vulnerabilities.
	Maintenance of IT System Hardware and Software	Performing regular and ad hoc checks and maintenance for the organization's hardware and software to ensure efficient and uninterrupted operations.

PART 2: The Competency Guide

How to Read the Competency Guide

Competency Type and Classification: A word that describes the type of skill, knowledge or ability that's required for the job. The type of competency can be behavioural, functional, or technical. At SSB a competency of any type may be classified as core if it is common to an organization grouping.

Technical Competency: Data Security Management

DEFINITION: setting, implementing, and updating data security strategies and plans to protect digital information and mitigate risks and vulnerabilities.

Competency Name: This is the name given to the specific skill, ability, expertise, attitude, or behaviour that is required to successfully perform the job. The job of Data Security Specialist requires the skill of Data Security Management.

Competency Definition: The definition explains what the required skill, ability, expertise, or behaviour is about in the context of the job. E.g. Data Security Management is about "setting, implementing and updating security strategies and plans to protect digital information...."

Proficiency Levels (scale): This is a 5-point numerical scale that measures how strong someone is in a required skill, ability, expertise, or behaviour; 1 is the lowest level of strength, while 5 is the highest level of strength in a competency.

No indicators at Level 1: Level 1 (Introductory) signifies the start of growth and development in a competency. Since development is only just beginning so there are no indicators associated with Level 1.

Proficiency Description: Immediately below the proficiency level is the description of the proficiency rating: a short statement that describes what the numerical rating on the proficiency scale represents. E.g., 2 represents potential for growth in the competency required for the job.

		2=Basic	3=Proficient	4=Mastery	5=Authority
		<i>Demonstration of behaviours related to the competency indicates potential for growth.</i>	<i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>	<i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>	<i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i>
	1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	Provides support, administration, and maintenance necessary to ensure effective and efficient I.T. system performance and security. Identifies, analyses, and mitigates basic threats relevant to I.T. systems or networks. Uses I.T. systems in a secure and confidential manner. Ensures confidentiality and integrity when accessing or handling data.	Proposes rectifying or mitigating measures to data security risks and vulnerabilities. Supports the investigation of cyber events and/or crimes related to I.T. systems, networks, and digital evidence. Builds awareness about data security (i.e. educates data stakeholders about the importance, benefits, and challenges of data security). Ensures that only authorized employees can access data.	Investigates cyber events and / or crimes related to I.T. systems, networks, and digital evidence. Establishes and implements adequate protocols to exchange personal and confidential information. Contributes to the establishment of a comprehensive plan for data recovery in cases of emergency. Ensures the monitoring and protection of records from any unauthorized access. Remains current on data security trends and innovations.	Establishes, updates, and ensures the implementation of data security policies, procedures, and processes. Sets data recovery strategies and plans to overcome any emergencies. Monitors and assesses the information security compliance practices of all personnel in accordance with the organization's policies and procedures.

Indicators: For each proficiency level, there are short descriptive statements that describe the behaviours, skills, knowledge, abilities seen at that level and for that competency. Indicators show what the level "looks like" in practice but do not provide an exhaustive list. Here, indicators are illustrated as a series of connected steps, indicating there is a gradual progression in complexity of the indicators from one level to the next. As one progresses through each level, the indicators get more complex, indicating that growth and development is a process that happens over time. As that process occurs there is a gradual strengthening of the required skill, knowledge, attitude, or ability.

Core Competencies

The position of Data Security Specialist is classified as Organizational Level Seven. The core competency group for the Data Security Specialist contains the eight core competencies which are universal to Organizational Level Seven:

1. Achieving Results
2. Building Trust
3. Building and Maintaining Relationships
4. Effective Delegation
5. Enabling Optimal Performance
6. Resilience
7. Personal Credibility
8. Providing Motivational Support

These eight competencies reflect and embody the organization's core values:

A **Accountability:** "We are responsible, reliable and answerable to the public, as well as to our own standards."

T **Transparency:** "We are open, straightforward, and honest, ensuring visibility and clarity in the process and results. Through transparency, we promote an environment of inclusive communication."

I **Integrity:** "We uphold the highest standards of ethics and integrity. Through this, we also endeavour to build trust."

R **Respect:** "We are respectful of all people, all customers, and of ourselves."

E **Excellence:** "We endeavour to excel in whatever we do, with a focus on the customer to ensure the highest quality of service delivery."

Core Competency: Achieving Results

DEFINITION: maintaining consistent focus on the efforts necessary to achieve quality results in line with operational and strategic goals, objectives, and priorities.

WHY IT'S IMPORTANT: Achieving results is about moving through work with a sense of purpose. It is that deep understanding of the intricate link between individual outcomes and operational and strategic goals and priorities of the organization. This sense of purpose – that we are connected to and working toward something bigger than ourselves – guides us in how to maximize the use of available resources and deliver quality results against the organization's strategy and objectives.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p> <p>Stays focused on operational objectives despite distractions.</p> <p>Monitors progress and quality of own work.</p> <p>Clarifies expectations for all work he/she is taking on.</p> <p>Works around typical problems and obstacles to get work done.</p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p> <p>Keeps track of and measures outcomes against a standard of excellence not imposed by others.</p> <p>Manages own and others' performance against operational plans and keeps focused on key activities.</p> <p>Checks results to make sure solutions were effective and takes appropriate corrective action if resolution has not been accomplished.</p> <p>Displays a strong sense of urgency about solving problems and getting work done.</p> <p>Realistically assesses and allocates appropriate amount of time and resources for completing work.</p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p> <p>Sustains long working hours when necessary, works with enthusiasm, effectiveness and determination over a sustained period.</p> <p>Proposes new ideas and methods to work/operating policies and procedures to improve business processes and achieve better results.</p> <p>Maintains commitment to goals even in the face of obstacles and frustrations.</p> <p>Frequently uses fewer than expected resources while still delivering high-quality work ahead of time, resulting in cost savings or improved efficiencies.</p> <p>Identifies and engages others who can help "turn the tides" towards successful goal achievement.</p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p> <p>Re-prioritizes and adapts to changes in work requirements with minimal disruption to deadlines.</p> <p>Identifies "vital few" goals and allocates time and resources accordingly to achieve those goals when faced with competing priorities.</p> <p>Demonstrates tenacity, persevering through significant challenges/obstacles/setbacks until the goal is achieved.</p> <p>Gives sound advice and guidance to others on how to define their work in terms of expected results.</p>
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Core Competency: Building Trust

DEFINITION: Interacting with others in ways that inspire confidence in one’s intentions and those of the organization.

WHY IT’S IMPORTANT: Trust lies at the heart of successful relationships, especially those you have with direct reports and superiors. Trust generates feelings of goodwill. It enables successful collaboration and more productive outcomes for those whom you lead. When there’s trust, things go more smoothly. People pull together, relying on each other to do their part. They’re better able to work through conflicts and tough times. Without trust, there are unnecessary speed bumps, heightened doubt, dips in performance, low morale. Being trustworthy is about being honest and authentic. It’s about acting with integrity. Showing consistency. Being credible. If you’re trusted, it means others can count on you to deliver and to look after their highest interests. Trust is based on reciprocity—you need to give it to get it.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others.</i></p>
<p>Shares accurate information.</p> <p>Gives due credit to others for their contributions and achievements.</p> <p>Addresses concerns with employee behaviour in a confidential and respectful manner.</p> <p>Accepts responsibility for mistakes.</p> <p>Actively listens to others.</p>	<p>Is consistent in words and actions.</p> <p>Keeps promises made and follows through on commitments.</p> <p>Keeps private all information shared in confidence.</p> <p>Expresses a consistent point of view to different audiences.</p> <p>Recognizes the sensitivity or confidentiality of information and handles it accordingly.</p> <p>Listens to others and objectively considers their ideas and opinions, even when they conflict with one’s own.</p>	<p>Is consistently open and honest with staff and others about what can and can’t be done about their needs and concerns.</p> <p>Shows confidence in colleagues and staff, allocating them responsibilities and providing them with a reasonable degree of freedom to deliver.</p> <p>Applies policies and procedures consistently when dealing with employee issues.</p> <p>Stays true to his or her values even when it is unpopular to do so.</p>	<p>Consistently behaves according to the organization’s code of ethics and core values.</p> <p>Does the right thing, no matter what the situation.</p> <p>Creates an environment where others feel safe to talk and act without fear or repercussion.</p> <p>Articulates the specific contributions of others and ensures all contributors receive due credit and recognition for their actions and efforts.</p> <p>Consistently applies personal values to appropriately address difficult situations.</p>	

Core Competency: Building and Maintaining Relationships

DEFINITION: The ability to successfully establish and maintain reciprocal, high trust, harmonious working relationships that create value for others, support the achievement of role-related objectives and furthers the aims and objectives of the organization.

WHY IT'S IMPORTANT: The ability to build and maintain relationships is about your effectiveness at first establishing and then maintaining constructive working relations, partnerships, or networks of contacts with people within and outside the organization who can be instrumental in achieving work goals and priorities. It is the desire to work cooperatively with all direct reports, peers, and stakeholders to meet mutual goals. It includes demonstrating strong interpersonal skills, respect, trust, and mutual understanding and interacting with others in ways that recognize the uniqueness of the individual and advances the organization's work. It involves awareness that a relationship based on trust is the foundation for success in delivering results. And it is the new norm for how work gets done now.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p> <p>Shows courtesy and consideration when interacting with others.</p> <p>Looks for shared interests, experiences, or other common ground.</p> <p>Shows interest in others by listening to their perspectives and ideas.</p> <p>Offers assistance, information and support to others, whose help may be needed later on.</p> <p>Shows concern about the general well-being of others.</p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p> <p>Pro-actively approaches others, despite the risk of possible rejection.</p> <p>Takes the time to learn about others' interests and aspirations outside of the work environment.</p> <p>Spends time thinking or talking through issues and concerns with others, making them feel heard and seen.</p> <p>Consistently responsive, acknowledging requests from others promptly.</p> <p>Adapts own style appropriately to work effectively with others, building consensus, trust, and respect.</p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p> <p>Pro-actively approaches others, in different organizational units to build rapport, seek or provide help and enhance one's own network of business relationships.</p> <p>Negotiates new and mutually beneficial partnerships that may also serve the interests of other organizational units.</p> <p>Helps team members identify and build key relationships and networks across the organization.</p> <p>Openly recognizes the contributions that staff at all levels make to delivering on priorities.</p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p> <p>Expresses appreciation to others who have provided information, assistance or support giving them a sense of satisfaction about their contributions.</p> <p>Works with managers and staff across department and level boundaries to resolve mutual issues and concerns.</p> <p>Helps others to improve their relationship building skills by coaching them in how to establish and maintain networks.</p>
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Core Competency: Effective Delegation

DEFINITION: Allocating authority and autonomy to maximize the individual's contribution to organizational success.

WHY IT'S IMPORTANT: Delegation, simply stated, is the ability to shift from doing the work to getting the work done through others. It requires giving up direct control over the work, which, naturally, involves more risk. It requires equipping others to get the work done and then trusting them to do it well. Delegation shifts the spotlight from your own personal contribution and achievement to enabling and empowering others to contribute to and achieve results. To enable and empower others means that you stop being the expert in a particular function, area, discipline, process, or procedure and instead start leading the experts. It all comes down to three critical areas: Guide. Delegate. And trust. Leaders who succeed in these areas start developing new skills and know when it's time to stop relying on the old. They learn to set clear expectations, to track progress, and to communicate information that people need to do their jobs. Their focus shifts to helping others develop their skills and gain confidence. When you successfully navigate these leadership rites of passage, you'll not only help other people grow and be successful in their roles, but you'll be on your way to becoming more successful and effective in yours.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p>
	<p>Identifies or suggests activities that could help others develop new technical or operational skills.</p> <p>Gives directions or demonstrations with reasons or rationale as a training strategy.</p> <p>Demonstrates how to accomplish tasks to acceptable levels.</p> <p>Provides appropriate information, tools and resources to best enable task completion.</p> <p>Provides instruction, guidance and support in a helpful and supportive manner when asked.</p>	<p>Clearly states the parameters of the delegated responsibility (e.g. decision-making authority and required actions, constraints, or deadlines).</p> <p>Intervenes as needed to remove obstacles to individual or team progress.</p> <p>Clearly states performance expectations or boundaries.</p> <p>Reviews performance against clear standards or expectations.</p> <p>Periodically tracks how work is progressing without micro-managing.</p>	<p>Sets stretch goals and objectives, pushing individuals or teams to perform at higher levels.</p> <p>Generates commitment by involving team members when setting team direction and objectives.</p> <p>States assigned accountabilities as clear end results, not simply tasks to be completed.</p> <p>Matches authority for decisions and control of resources to assigned accountabilities.</p> <p>Identifies and manages risks associated with assigned accountabilities by making relevant contingency plans with employee.</p>	<p>Masterfully matches people to assignments.</p> <p>Gives full authority and responsibility to individuals with the latitude to do a task in their own way to develop specific skills and to learn from their own mistakes in a non-critical setting.</p> <p>Asks employee for his/her plan to address issue to be delegated, allowing person to create and "own" the solution.</p> <p>Delegates important and attractive projects to the right people, even if it decreases personal status.</p>

Core Competency: Enabling Optimal Performance

DEFINITION: Applying strategies and tactics that build the capacity, capability, and confidence of others to fulfil current and future job roles and responsibilities as effectively as possible.

WHY IT'S IMPORTANT: Consistently investing time and effort in developing others is essential for growing a competent and committed workforce. Enabling optimal performance means finding and applying ways to increase the effectiveness of others now and making them ready to take on new challenges when necessary. The organization needs people to develop as the nature of their job role, and the organization, changes. Those with responsibility for developing others must play an active part. People won't grow if you don't make it a priority. Without your time, interest, and effort, people won't develop to their full potential. People need support, encouragement, mentoring, coaching and consistent and fair application of performance management principles and practices.

				5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i>
	2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>	3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>	4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>	
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	<p>Willingly shares own task-related knowledge and expertise with staff when asked.</p> <p>Devotes significant time to providing task-related guidance to staff.</p> <p>Provides informal suggestions to others to expand their operational knowledge.</p> <p>Encourages others to try new approaches or ways of doing things.</p>	<p>Specifically explains desired performance to others.</p> <p>Delegates tasks, assignments or projects to others that will help them to develop specific abilities and skills.</p> <p>Treats mistakes as learning opportunities.</p> <p>Explores or discusses learning with others after mistakes are made.</p> <p>Gives behaviourally specific feedback in a way that builds others' self-esteem.</p>	<p>Guides others in assessing their strengths and weaknesses in relation to their career goals.</p> <p>Collaborates with other supervisors/leaders to create opportunities that facilitate acquiring new knowledge and skills.</p> <p>Schedules regular feedback sessions with others to provide helpful, behaviourally specific feedback and suggestions in a way that preserves and enhances confidence and self-esteem.</p> <p>Actively participates in the development of talent management strategies for staff.</p>	<p>Delegates to others full authority and responsibility with the latitude to do a task in their own way to develop full potential.</p> <p>Designs approaches for resolving competency deficiencies in emerging leaders.</p> <p>Guides or mentors others through the process of identifying and developing critical competencies.</p> <p>Creates or connects others to opportunities in which newly acquired knowledge or skills can be practiced and further developed.</p>

Core Competency: Resilience

DEFINITION: The ability to maintain stamina and performance under stressful conditions and rebound from setbacks and adversities.

WHY IT'S IMPORTANT: Setbacks are unavoidable. Potential pitfalls are everywhere, especially in today's demanding, adverse, and often volatile working environment. Even the most resilient people experience setbacks. The difference is they anticipate them, meet them head-on and have the ability to withstand them. They bounce back from disappointments or confrontations, not letting them negatively influence ongoing performance. Resilient people believe there is a way forward, that better and brighter things lie ahead, even when they can't be seen. They recover quickly, learn from the setback, and move forward with resolve. But resilience doesn't come easy. It requires courage and commitment. But without it, stress can rise to unmanageable levels. Performance can fall away. You can burn out. The more resilient you become, the more you'll stay calm under pressure and positively adapt to difficult situations. You'll keep going when you feel like giving up. You'll bounce back to baseline levels of performance, confidence, and satisfaction sooner. Not only that, you'll be better equipped to confront the next challenge that arises. You'll be stronger.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p> <p>Grows from hardships and negative experiences.</p> <p>Maintains self-motivation in the face of routine/repetitive tasks.</p> <p>Maintains level of outputs as pressure increases.</p> <p>Is not discouraged by challenges and uncertainty.</p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p> <p>Displays calmness and ease in stressful or ambiguous situations.</p> <p>Focuses on how to successfully overcome a challenge rather than on the obstacles or constraints.</p> <p>Remains positive in the face of adversity, quickly recovering from setbacks and keeping problems in perspective.</p> <p>Maintains positive demeanour and self-motivation under trying conditions.</p> <p>Withstands criticism and remains composed under pressure.</p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p> <p>Maintains a forward-thinking attitude despite troubling circumstances or setbacks.</p> <p>Persists towards solutions and goals despite frequent or repeated rejection and/or frustration.</p> <p>Maintains positive demeanour and high levels of self-motivation whatever the circumstances.</p> <p>Maintains visibly high levels of morale in the face of difficulties.</p> <p>Responds to challenges with logic and reason, avoiding emotional reactions.</p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p> <p>Is viewed as a source of confidence in high-stress, uncertain or ambiguous situations.</p> <p>Remains upbeat about the future at all times demonstrating to others a firm belief that obstacles and adversity will be conquered.</p> <p>Fosters a positive outlook in others during period of stress or excessively heavy workload, inspiring others towards goal achievement.</p> <p>Remains calm and focused even in complex, critical situations when the picture is unclear and much is unknown.</p>
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Core Competency: Personal Credibility

DEFINITION: Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

WHY IT'S IMPORTANT: Personal credibility involves other people's perceptions of three personal characteristics: reliability, trustworthiness, and competence. Reliability means fulfilling promises and commitments. If you consistently demonstrate reliability, other people will assign important responsibilities and leadership roles to you. If you are trustworthy, others will share their real concerns and feelings with you, and you will be able to use this information to influence them, by finding win-win solutions. If others perceive you as competent in your area of expertise, they will seek your services. Your overall credibility determines whether others will treat you as a serious player in the organization. Without credibility, it is difficult to enlist others' support and cooperation.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p> <p>Dependable; delivers on commitments.</p> <p>Understands that giving respect is essential to building one's credibility.</p> <p>Admits to mistakes and takes responsibility; doesn't blame others.</p> <p>Recognizes the confidentiality of information.</p> <p>Only makes promises that can be kept.</p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p> <p>Maintains the confidentiality of information; keeps personal conversations with others in strict privacy.</p> <p>Takes responsibility for own errors and sets an example of how to bounce back from them.</p> <p>Practices what he/she preaches.</p> <p>Keeps promises and follows fully through on commitments.</p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p> <p>Consistently shares information that is complete and accurate.</p> <p>Acts in the best interests of others.</p> <p>Acquires and applies new skills and knowledge to remain current in own field or area of work.</p> <p>Is open and honest about one's motive(s) and agenda(s).</p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p> <p>Has a track record of being extremely truthful, forthright, and honest with all people.</p> <p>Sets an example by consistently modelling high standards of honesty, and integrity in actions.</p> <p>Conveys a superior command of the relevant facts and information of a situation.</p> <p>Has the organization's and employees' interests at heart when making decisions.</p>
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Core Competency: Providing Motivational Support

DEFINITION: Skill at enhancing others' commitment to their work.

WHY IT'S IMPORTANT: Providing motivational support is a key competency that distinguishes leaders from everyone else. It is by providing motivational support that a leader gets results through other people. The productivity and creativity of your team is likely to depend to a significant degree on your ability to keep your team motivated, especially through difficult times. The emphasis here is on the leader's responsibility for creating an environment in which each employee feels motivated to perform at a superior level.

				5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i>
			4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i>	Personally builds the confidence of others in their own capacity to succeed.
		3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i>	Reassures after setbacks, discusses issues and ways to prevent reoccurrence.	Catches people doing good each day; honours and recognizes individuals when they do something good.
	2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i>	Recognizes and rewards team members for their achievements.	Recognizes and finds creative ways to reward team members for their achievements; motivates them to do more.	Demonstrates own belief in and high expectations for the success of a particular plan or strategy.
1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i>	Knows the achievements of team members and peers. Acknowledges team members for their contributions. Expresses pride in the team or work group. Identifies morale problems; tries to deal with them effectively.	Expresses appreciation for the contribution and efforts of other team members and colleagues. Signals own commitment to a process by being personally present and involved at key events. Expresses confidence in others' ability to be successful at a task/assignment/project.	Finds creative ways to make people's work rewarding and helps them stay engaged no matter the task. Promptly tackles morale problems.	Creates strategies to recognize, reward and celebrate contribution and achievement.

Functional Competencies

Database Administration

Technical Support

Functional Competency: Database Administration

DEFINITION: developing, updating, and monitoring I.T. databases to ensure security and integrity of information.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p> <p>Possesses basic knowledge of database management processes and practices.</p> <p>Resolves basic database performance and capacity issues using suitable methods.</p> <p>Implements data synchronization / replication processes between multiple sources, as needed.</p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p> <p>Monitors the performance and usage of databases including response time to provide quality database-related services.</p> <p>Supports the creation of database models.</p> <p>Possesses adequate knowledge of database management processes and practices.</p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p> <p>Possesses in-depth knowledge of database processes and practices.</p> <p>Administers I.T. databases ensuring security and integrity.</p> <p>Identifies, rectifies, and reports database performance issues to enhance its capabilities.</p> <p>Conducts regular and ad hoc database-related audits to ensure integrity.</p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p> <p>Establishes and ensures the implementation of adequate methods for sharing database information.</p> <p>Sets measures to secure, back-up, restore and repair database information.</p> <p>Establishes and ensures the implementation of appropriate methods for sharing database information.</p> <p>Ensures the successful and timely implementation of data migration projects</p>
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Functional Competency: Technical Support

DEFINITION: providing quality technical support services to all employees in a professional and timely manner.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p> <p>Uses technical knowledge to help employees across all business units in overcoming I.T. difficulties.</p> <p>Troubleshoots basic I.T. problems which the users face.</p> <p>Maintains and updates records of technical problems reported by users.</p> <p>Identifies routine performance problems related to systems, databases, hardware, and software.</p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p> <p>Understands the meaning of common error messages and can explain them to users in simple language.</p> <p>Troubleshoots I.T. problems of medium level complication.</p> <p>Follows-up on technical solutions after completion to ensure their continued effectiveness.</p> <p>Identifies non-routine performance problems related to systems, databases, hardware, and software, and determines the source(s) of such problems.</p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p> <p>Examines and analyses reported technical problems to identify trends and make adequate recommendations.</p> <p>Troubleshoots complex I.T. problems which the users face.</p> <p>Participates in meetings with the maintenance support team to discuss recurring I.T. problems and to find permanent solutions.</p> <p>Trains users on using hardware / software in an appropriate manner.</p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p> <p>Ensures the provision of prompt and quality technical support services to I.T. users across the organization.</p> <p>Establishes and updates technical support guidelines and standards.</p> <p>Creates and maintains updated databases for problems to ensure the availability of accurate and sufficient information for maintenance jobs and future problem-solving.</p>
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Technical Competencies

Data Security Management

Maintenance of IT Hardware and Software

Technical Competency: Data Security Management

DEFINITION: setting, implementing, and updating data security strategies and plans to protect digital information and mitigate risks and vulnerabilities.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others</i></p>
<p>Provides support, administration, and maintenance necessary to ensure effective and efficient I.T. system performance and security.</p> <p>Identifies, analyses, and mitigates basic threats relevant to I.T. systems or networks.</p> <p>Uses I.T. systems in a secure and confidential manner.</p> <p>Ensures confidentiality and integrity when accessing or handling data.</p>	<p>Identifies, responds, and reports data security vulnerabilities (e.g. intrusions, attacks).</p> <p>Proposes rectifying or mitigating measures to data security risks and vulnerabilities.</p> <p>Supports the investigation of cyber events and/or crimes related to I.T. systems, networks, and digital evidence.</p> <p>Builds awareness about data security (i.e educates data stakeholders about the importance, benefits, and challenges of data security.</p> <p>Ensures that only authorized employees can access data.</p>	<p>Investigates cyber events and / or crimes related to I.T. systems, networks, and digital evidence.</p> <p>Establishes and implements adequate protocols to exchange personal and confidential information.</p> <p>Contributes to the establishment of a comprehensive plan for data recovery in cases of emergency.</p> <p>Ensures the monitoring and protection of records from any unauthorized access.</p> <p>Remains current on data security trends and innovations.</p>	<p>Establishes, updates, and ensures the implementation of data security policies, procedures, and processes.</p> <p>Sets data recovery strategies and plans to overcome any emergencies.</p> <p>Monitors and assesses the information security compliance practices of all personnel in accordance with the organization’s policies and procedures.</p>	

Technical Competency: Maintenance of IT System Hardware and Software

DEFINITION: performing regular and ad hoc checks and maintenance for the organization’s hardware and software to ensure efficient and uninterrupted operations.

<p>1=Introductory <i>Minimal demonstration of behaviours related to the competency.</i></p>	<p>2=Basic <i>Demonstration of behaviours related to the competency indicates potential for growth.</i></p> <p>Demonstrates adequate understanding of the organization’s hardware and software.</p> <p>Performs routine maintenance activities in order to identify and / or prevent occurrences that might hinder operations.</p> <p>Complies with hardware / software installation and maintenance standards and procedures when performing relevant activities.</p>	<p>3=Proficient <i>Demonstration of behaviours related to the competency indicates adequate strength to fully perform job role.</i></p> <p>Performs hardware/software maintenance of a complex nature to ensure smooth operations.</p> <p>Conducts complex tests on hardware / software for maintenance purposes.</p> <p>Simulates damage scenarios in order to conduct further analysis on damaged equipment and find comprehensive solutions for recurring problems.</p>	<p>4=Mastery <i>Demonstration of behaviours related to the competency definitively indicates a high level of development.</i></p> <p>Supervises and participates in the implementation of scheduled and ad hoc maintenance of hardware / software.</p> <p>Performs diagnostic functions including replacing suspect components with other serviceable components and reloading of associated software.</p> <p>Reviews reports on security breaches and ensures the implementation of recovery measures in a timely manner.</p> <p>Examines supported systems and makes recommendations for improvement.</p>	<p>5=Authority <i>Demonstration of behaviours related to the competency indicates a very high level of development and serves as a role model for others.</i></p> <p>Sets maintenance standards for the organization’s hardware / software and ensures compliance.</p> <p>Establishes and ensures the implementation of hardware / software preventive maintenance schedules.</p> <p>Establishes, updates, and ensures the implementation of a recovery strategy in cases of emergencies.</p> <p>Consults with hardware / software providers in order to ensure provision of specific maintenance services.</p>
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