

Information Management Competency Framework

Acknowledgements

Many people have contributed to the development of this competency model. We extend our appreciation to the individuals who participated in focus groups and interviews to provide their valuable feedback. Their contribution helped to ensure this framework is responsive and relevant to the needs of the Information Management Community within the Public Service. We also thank them for their commitment and enthusiasm for learning.

We acknowledge the involvement of the team at the Centre for Learning and Development, Public Service Secretariat. Their ongoing feedback and guidance has been instrumental to this framework.

Introduction

The Information Management Competency Framework was developed for the use of the information management community within the Core Public Service. This booklet is designed to assist in the development of learning plans. The use of learning plans is a means of approaching learning and development in a systematic and strategic manner. The process of developing a learning plan will assist you in identifying and prioritizing your learning needs, as well as support the requirements of your department and the organization.

The purpose of this Framework is to:

- introduce the information management competency model
- illustrate the steps involved in developing a learning plan

This Guide contains the *Background* to the Information Management Competency Framework. It also includes the *Competency Assessment Model* overview and the *Steps to Developing your Learning Plan*. This Guide provides the *Self-Assessment* and *Manager Assessment* tools, which will assist you in identifying learning priorities.

For additional direction on the process, you may wish to contact your Manager of Organizational Development for your Sector of the Education and Awareness Coordinator, Information and Management Protection with the Office of the Chief Information Officer (OCIO).

Background

The Information Management Competency Framework endorses learning and development opportunities to strengthen the information management capacity of the Newfoundland and Labrador Public Service. Your success as part of this community is vital to building this capacity.

The goals for the Information Management Competency Framework are:

- To develop critical knowledge and skills needed to improve organizational and individual effectiveness and performance
- To foster a learning culture that respects career advancement
- To promote consistency in information management practices in the public service

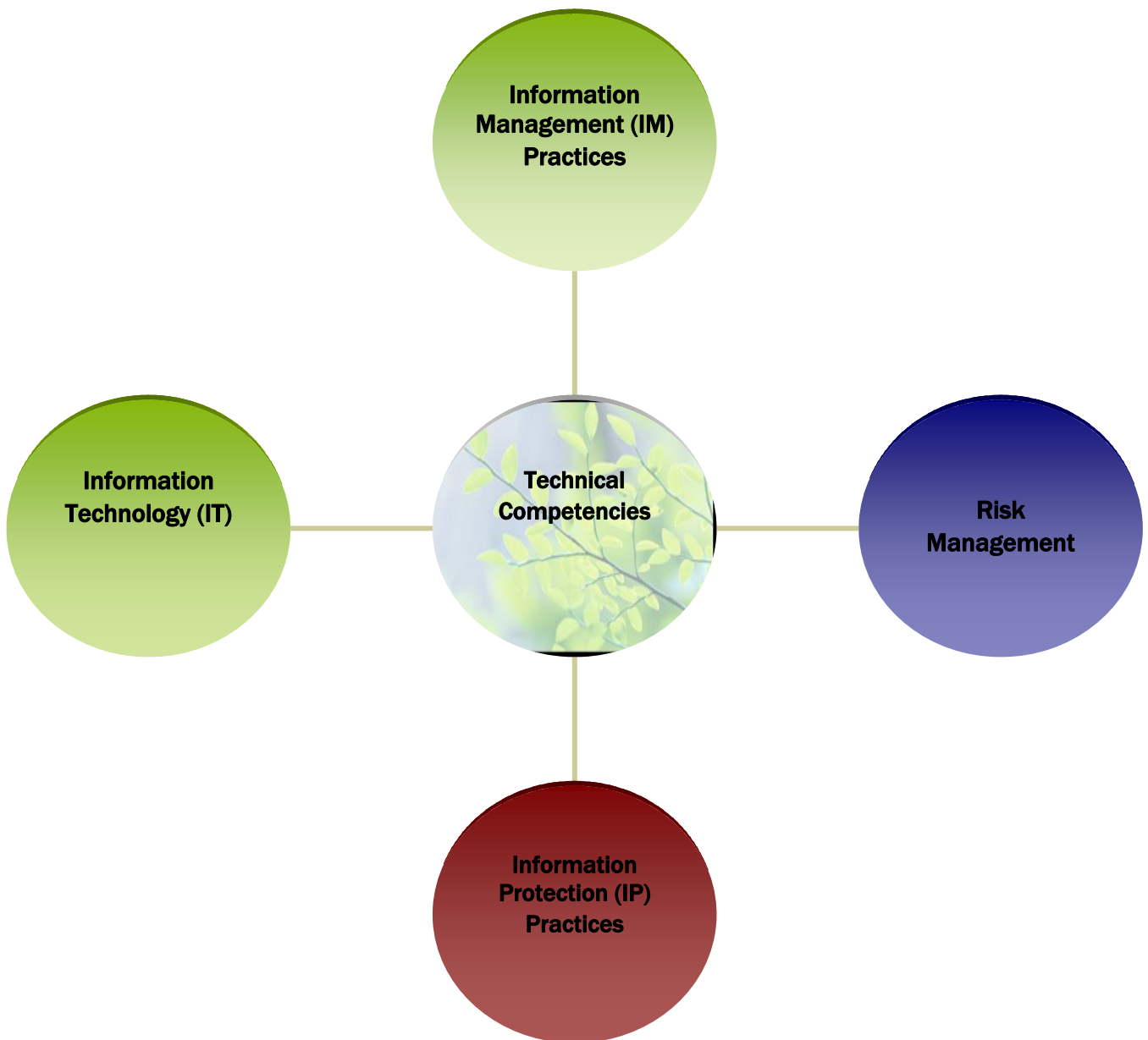
The onus of continuous learning must be placed with both individuals and the organization to maintain and build competency. This framework was developed to promote continuous learning in the Newfoundland and Labrador public service through the introduction of a structured and systematic approach to learning within the information management community.

The competencies identified in this guide are considered to be technical competencies. Technical competencies refer to the technical knowledge and skills required for a specific position. Learning interventions related to technical competencies are the responsibility of the department and supported by your Manager in partnership with the Strategic Human Resources Division, specifically the Manager of Organizational Development.

Competency Assessment Model

This competency assessment tool was developed in Fall 2009 through consultation with the information management community throughout the core public service. The assessment tools provide you with an opportunity to assess your personal strengths and areas for improvement in your role as an information management practitioner.

The tool includes four technical competency clusters and several behaviour descriptors for each cluster. These competencies are the key behavioural technical competencies for information management employees in the Government of Newfoundland and Labrador.



Technical Competencies for IM

- **INFORMATION MANAGEMENT PRACTICES**
 - IM Policy Development and Implementation
 - IM Operational Processes
 - Organize, Analyze and Evaluate Data and/or Processes
 - Manage IM Tools and Resources
 - Knowledge Transfer

- **RISK MANAGEMENT**
 - Disaster Recovery
 - Maintain, Protect and Preserve Information
 - Risk Assessment/Audit

- **INFORMATION PROTECTION**
 - Information Protection and Security Procedures
 - IP and Security Policy Development and Application
 - Compliance

- **INFORMATION TECHNOLOGY**
 - Utilizing IT
 - Software Applications
 - Reprographics, Imaging and Other Office Equipment

Steps in Developing Your Learning Plan

STEP 1: Complete the Self Assessment

The self-assessment tool is the foundation for the development of your individual learning plan. This tool (Form 1) will allow you to consider the leadership behaviours which you are using frequently and those which require development. If possible, you should complete a self-assessment on an annual basis to ensure your learning plans reflect your current learning priorities.

It is essential that you allot sufficient time to complete the assessment with minimal distractions. The assessment will require approximately 30-45 minutes. Review each statement carefully and consider examples of how you have demonstrated the behaviour.

The self-assessment tool uses a frequency scale to help you determine how frequently you demonstrate the identified behaviours:

- **ALMOST NEVER** – I almost never act in this manner
- **OCCASIONALLY** – I sometimes act in this manner
- **FREQUENTLY** – I regularly act in this manner and I can provide recent examples
- **ALMOST ALWAYS** – I always behave in this way and I can illustrate with many recent examples

You are also asked to indicate how important these behaviours are in your current role as a leader/manager in the Public Service of Newfoundland and Labrador:

- **NOT IMPORTANT** - this behaviour is not relevant in this role
- **SOMEWHAT IMPORTANT** - relevant, but you can be successful without application of this behaviour
- **IMPORTANT** - it would be difficult to be successful without application of this behaviour
- **CRITICAL** - it would be impossible to be successful without application of this behaviour

Be honest and objective in your assessment to ensure your results will be meaningful. Remember your first instincts are usually accurate!

STEP 2: Meet with your manager

For the meeting with your manager, be sure to allow ample time to devote to your discussion. You will proceed through a discussion of each competency. A significant part of your discussion should be on the criticality of each behaviour to the stated priorities for your work.

Your discussion with your manager should link your assessment to your performance goals, and specific plans and initiatives of the department. This discussion will assist both of you with making decisions regarding the learning priorities.

STEP 3: Determine priority learning

To determine which competencies are considered to be priority learning, review your completed assessment and manager assessment(s). Ask yourself, "Is this competency critical to the achievement of results within the next 6-12 months?" As well, look for those competencies that you rated the frequency as "rarely" or "seldom" and you considered them to be "important" or "critical" to be applied in your current role. These identified technical competencies can be considered as opportunities for priority learning.

The discussion with your manager will assist in informing which of the competencies you should consider as areas of priority learning. Your discussion should incorporate your individual work plan, the strategic plans for the department/division and the goals of the organization.

STEP 4: Complete the Learning Plan

A learning plan is a valuable tool that provides a systematic way of identifying and addressing your specific development needs. Through the process of developing a

learning plan, you will identify and prioritize your learning needs. It is important to be realistic in achieving your learning goals. Prioritize your goals and seek to accomplish one to two every 6-12 months.

Please complete a learning plan for each of the competency areas you wish to address. Your manager must approve the plan through provision of his/her signature, prior to its submission to the Strategic Human Resource Department for your Sector.

STEP 5: Action the Learning Plan

When the learning plan is received by the Manager of Organizational Development, Strategic Human Resources Division, they may contact you offering suggestions that you may consider in addressing your learning goals.

A blended learning approach is recommended when addressing competency development, recognizing and respecting the unique learning styles for individuals.

This approach can include learning methodologies such as:

- Books, articles or manuals
- On the job experiences
- E-Learning programs
- Coaching and mentoring relationships
- Development Opportunities
- Workshops and courses

Transferring your new learning to the workplace requires the support and encouragement of your manager. Having opportunities to practice new behaviours learned and allowing time for individuals to share information from the learning experience are examples of strategies that many organizations employ to support transfer of learning.

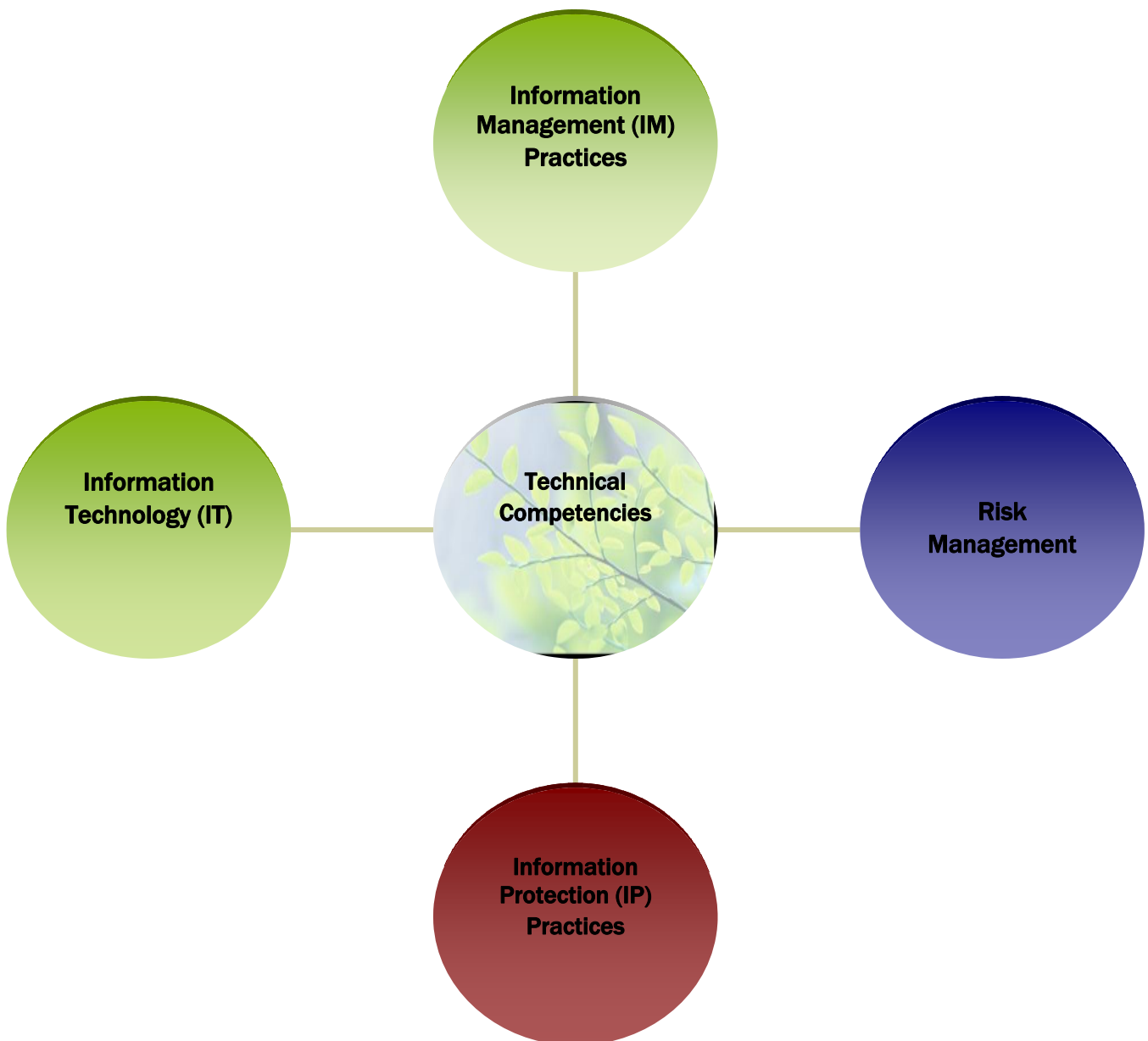
Should you have questions or comments, please contact your Manager of Organizational Development, Strategic Human Resources Management Division for your Sector; or the Education and Awareness Coordinator within the Information Management Branch of the OCIO.

COMPETENCY SELF-ASSESSMENT TOOL

FORM 1

This competency self-assessment is designed to help you identify your areas of strength and areas for development of IM positions within the Public Service of Newfoundland and Labrador.

The assessment tool is comprised of the behavioural descriptors for the IM Competency Framework for the Province of Newfoundland and Labrador. The behaviours are grouped in four competency clusters. This assessment will assist you in highlighting the behaviours you demonstrate repeatedly and which ones require development.



COMPETENCY SELF-ASSESSMENT TOOL

Instructions

Please review each statement carefully. Before you record your response, you should try to recall examples of situations where you have demonstrated the behaviour. This will assist you in choosing the appropriate response. Using the following scale, please indicate how frequently you demonstrate the behaviour:

- **ALMOST NEVER** – I almost never act in this manner.
- **OCCASIONALLY** – I sometimes act in this manner.
- **FREQUENTLY** – I regularly act in this manner and I can provide recent examples.
- **ALMOST ALWAYS** – I always behave in this way and I can illustrate with many recent examples.

In column 2, using the following scale, you are asked to indicate how important these behaviours are in your current IM role:

- **NOT IMPORTANT**- this behaviour is not relevant in this role
- **SOMEWHAT IMPORTANT**- relevant, but you can be successful without application of this behaviour
- **IMPORTANT**- it would be difficult to be successful without application of this behaviour
- **CRITICAL**- it would be impossible to be successful without application of this behaviour

To determine whether the competency is considered a “priority learning area”, reflect on the following points:

- Review your completed assessment.
- Ask yourself, “Is this competency essential to the achievement of business results in the next 6-12 months?”
- Look for those competencies you rated as “Almost Never” or “Occasionally” and you considered these competencies to be “important” or “critical”.
- Your discussion with your manager will also inform which of the competencies are considered to be priority learning for you. The departmental goals and needs should be a significant consideration.
- If your manager completed the “Manager Feedback” form, use the results to validate your assessment.
- By scoring “Frequently” or “Almost Always” for some behaviours, this indicates that you may have strength in this competency area.
- The lower ratings may indicate that you have not had opportunities to demonstrate these competencies.

Summary Page

Upon your completion of the self-assessment and management assessment tools (if completed), review the following:

What behaviours do I demonstrate “almost always” or “frequently”?

What behaviours do I demonstrate “almost never” or “occasionally”?
Were any of these behaviours considered to be “critical” or “very important”?

Priority Learning: _____

Be realistic as you identify learning priorities. Consider working toward 1-2 learning goals in the next 6-12 months.

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

Name: _____					Date: _____					
1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
IM Policy Development and Implementation: <i>This competency includes the knowledge needed to support, develop, implement and monitor IM policy, legislation and standards.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Applies policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participates in the maintenance of policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains operational procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies challenges within IM and complies with legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervises the implementation of policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Updates policies and procedures with management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implements system policies that ensure consistency in practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, recommends, implements and administers IM policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures best practices are applied when creating IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perceives and analyzes IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides strategic direction on the development, and implementation of IM policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										

Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
IM Operational Processes: <i>This competency includes a wide range of behaviours from the implementation of existing process to the development and management of these processes.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Ensures accurate application of the processing of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains the physical condition of records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adheres to the process of transferring records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sorts, classifies and codes materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performs departmental requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Locates and disseminates records in accordance with departmental IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains the records and information repository integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures thoroughness of records and report findings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performs physical file maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures efficient operations of the Records Centre/Information Service Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participates in the development of the classification, retention and disposal plan for the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains the configuration elements for these processes (designing, developing, implementing and maintaining)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides supervisory, advisory and consultative services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
IM Operational Processes: <i>This competency includes a wide range of behaviours from the implementation of existing process to the development and management of these processes .</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Acts as the subject matter expert for the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plans, recommends, implements and monitors the process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works with employees and management in ensuring the integration of best practices into the operations and work flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads and coordinates the planning, development and implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to provide strategic direction on IM departmental process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Organize, Analyze and Evaluate Data and/or Processes: <i>This competency includes the ability to identify information needs, analyze those needs, and recommend solutions that address users and/or department needs. It also includes the statistical knowledge needed in analyzing and evaluating departmental IM needs.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Analyzes and evaluates user needs for information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Locates and disseminates records in accordance with departmental IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies and corrects discrepancies in records/information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies issues that impact efficient IM processes and report to management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates statistical knowledge in the area of IM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops and maintains key configuration elements of ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops and implements metadata standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analyzes and evaluates usage and audit reports in order to ensure efficiencies in work flow and create recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates statistical knowledge in the area of IM for reports to management and troubleshooting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conducts research and analysis to provide departmental recommendations on IM best practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Organize, Analyze and Evaluate Data and/or Processes: <i>This competency includes the ability to identify information needs, analyze those needs, and recommend solutions that address users and/or department needs. It also includes the statistical knowledge needed in analyzing and evaluating departmental IM needs.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Leads and conducts specialized research and analysis to provide strategic recommendations to departmental IM processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops and evaluates statistical reports for management and executive review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommends and implements strategic IM decisions and solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Manage IM Tools and Resources: <i>This competency includes the management and / or use of IM tools and resources. Tools and resources include the system applications used to manage department information.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Effectively uses IM tools and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collects and provides transactional data to management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance to management related to the procurement and budget process for IM tools and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance on the use of IM tools and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads the design, development, implementation and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides advisory and consultative services in the design, development, implementation, maintenance and enhancements of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepares and monitors a budget for the IM and IP program within the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Knowledge Transfer: <i>This competency includes various behaviours needed for informational exchange within IM positions. Included in this competency, but not limited to, is coaching, classroom training, e-learning and desk-side support.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Provides IM process knowledge to departmental clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance and orientation to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads and provides process and technology training and orientation to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creates and updates manuals and guides for employees on the functionality and process of ECM system(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads and provides training and supports employees on the ECM system(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interacts with system users to provide support and advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides advisory and consultative services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops education manuals, delivers seminars/training sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads the development of the educational/training component of the IM program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance/coaching to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Knowledge Transfer: <i>This competency includes various behaviours needed for informational exchange within IM positions. Included in this competency, but not limited to, is coaching, classroom training, e-learning and desk-side support.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Proactively establishes committees/working groups as required to obtain input on IM processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates legislation expertise to the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

2. Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Disaster Recovery: <i>This competency includes the ability to support, develop, implement and evaluate disaster recovery plans as they relate to the management of information.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Applies knowledge of the disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applied knowledge of and implements elements of the disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads a team in creative disaster recovery response	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops creative policies and procedures for the disaster recovery plan for an ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops creative policies and procedures for the IM disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applies innovative solutions to challenges and problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluates the IM disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

2. Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Maintain, Protect and Preserve Information: <i>This competency includes the maintenance, protection and preservation of information by compliance with relevant Government legislation and policies including the Management of Information and Protection of Privacy Act and Access to Information Protection Act.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Identifies sensitivity levels and access control for managing information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executes and supervises procedures to maintain, protect and preserve information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs, implements and maintains system protocols for maintaining, protecting and preserving information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops creative procedures to maintain, protect and preserve information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable in protection and preservation solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports highly confidential documentation for management and executive review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluates the approach for the preservation and maintenance of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creates strategies to maintain, protect, and preserve information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

2. Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Risk Assessment/Audit: <i>This competency includes the ability to implement established audit and quality controls, as well as the ability to define, assess, analyze, recommend, implement, evaluate and monitor these controls.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Ensures quality assurance is maintained at all times through the implementation of established audit controls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of auditing processes in the area of IM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of auditing processes in the area of IM for troubleshooting protocols and performing risk assessments to address potential liabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works with management in performing an IM assessment to ensure data integrity and security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops audit and assessment reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perceives and analyzes processes and procedures, analyzes alternatives for potential benefits and risks, recommends and implements decisions and solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

3. Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Information Protection (IP) and Security Procedures: This competency includes the skills necessary to protect and secure information.	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Implements IP and security protocols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs and administers the security of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advises IT on IP and security protocols for system design and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides recommendations to management on IP and security procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides strategic recommendations to management on IP and security procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

3. Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
IP and Security Policy Development and Application: <i>This competency includes the knowledge needed to support, develop, implement and monitor IP and security policy, legislation and standards.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Implements IP and security policies, procedures, practices and legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implements IP and security policies, procedures, practices and legislation and maintains operational procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, recommends and implements system policy to ensure adherence to IP and security policies and consistency in practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, recommends, implements, administers and monitors IP and security policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiates, leads and coordinates the development, implementation and maintenance of IP and security policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides IP and security strategic recommendations to management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

3. Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Compliance: <i>This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government's IM positions.</i>										
Complies with IP and security policies and procedures and transfers knowledge to department users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports Privacy Impact Assessments (PIA) and Privacy Capacity checks and monitors all issues identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

4. Information Technology (IT): Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Utilizing IT: <i>This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and/or maintain IT.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Utilizes technology effectively in support of a records and information management program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consults with employees on the development and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages the development and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

4. Information Technology (IT): Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Software Applications: <i>This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and/or maintain IM software applications.</i>										
Knowledgeable of IM software applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses systems to research, identify and compile records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses systems to research, identify and compile records for management reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of IM software applications for set up, design, configuration and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads development, implementation and daily operations of a department's ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages the development and maintenance of an ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides advisory and consultative services in the maintenance of an ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of IM software applications relevant to records and information systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plans and coordinates a departmental IM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

4. Information Technology (IT): Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Software Applications: <i>This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and/or maintain IM software applications.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Develops, maintains, provides advisory/consultative services and manages the selection, design, modification, and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides strategic direction and coordination for a departmental IM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, maintains, provides advisory/consultative services and leads the selection, design, modification, and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

**Technical Competency Framework for Information Management (IM)
Competency Self-Assessment Tool**

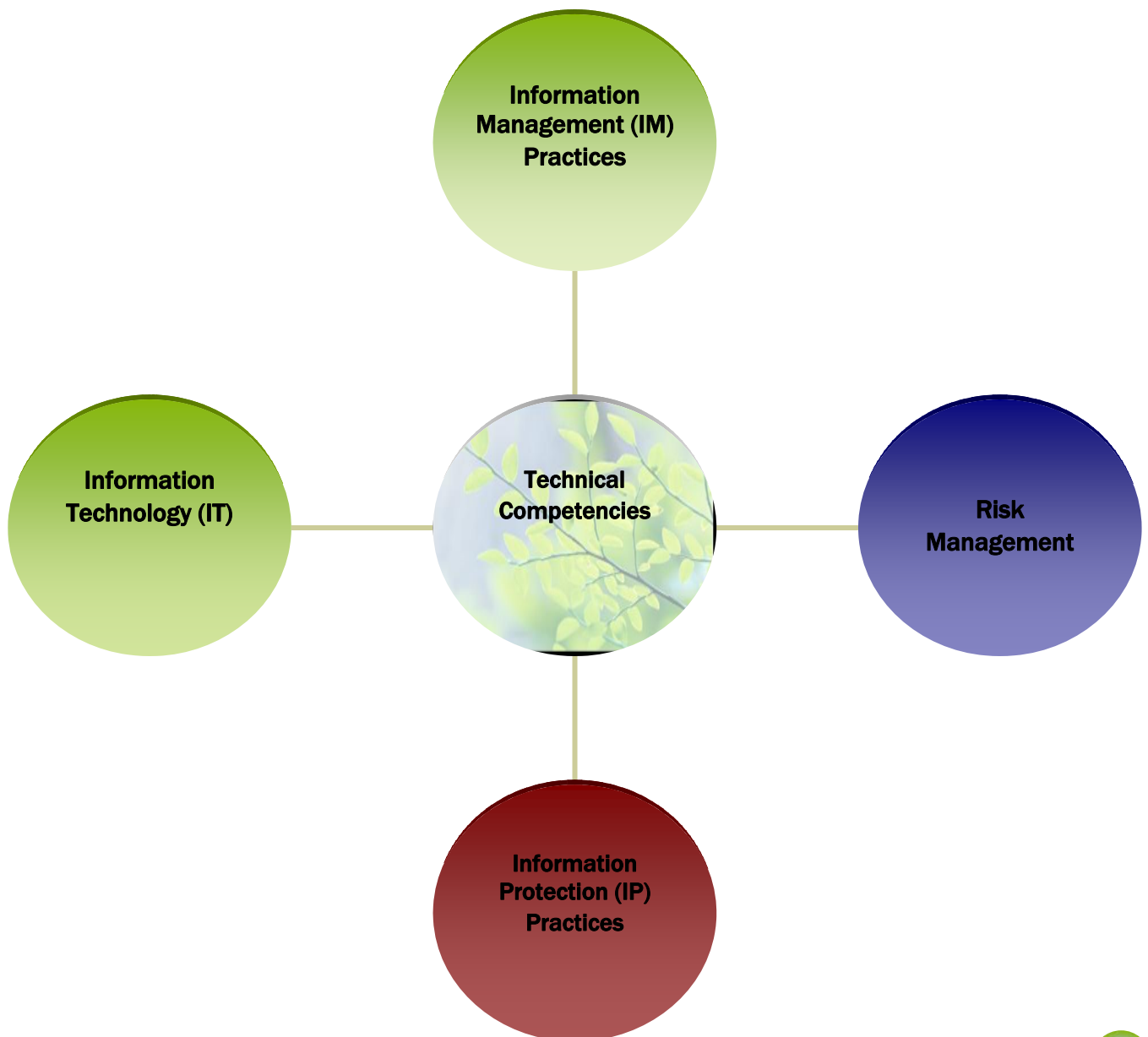
4. Information Technology (IT): Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.										
	How frequently am I demonstrating this behaviour?					How important is this behaviour in my current role?				
Reprographics, Imaging and Other Office Equipment: <i>This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government's IM positions.</i>	Almost Never	Occasionally	Frequently	Almost Always		Not Important	Somewhat Important	Important	Critical	Priority Learning
Operates reprographic, imaging and other office equipment for IM needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervises the operation of reprographic, imaging and other office equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervises the operations and budgetary recommendations for the procurement of reprographic, imaging and other office equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plans and coordinates office equipment needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses current environment and provides recommendation for future needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses current environment and provides strategic recommendation for future needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recent Examples:										
<hr/>										
<hr/>										
<hr/>										
<hr/>										

COMPETENCY MANAGER ASSESSMENT TOOL

FORM 2

This assessment tool is comprised of the behavioural descriptors for the IM Competency Framework for the Province of Newfoundland and Labrador. The behaviours are grouped in four competency clusters. The model includes key behaviour descriptors for each cluster.

Your employee has asked you to provide feedback on how often you observe him/her demonstrating the key behaviours in each of the four competency areas. Feedback is valuable in bringing greater objectivity and focus to the identification of key areas for development. Constructive feedback, which is specific and clear, assists the individual in creating a Learning Plan that is relevant and achievable.



COMPETENCY MANAGER ASSESSMENT TOOL

INSTRUCTIONS

Each competency area lists a number of key behaviours, which are the demonstration of that competency. Please review each statement carefully. Using the frequency scale below, assess how frequently you have observed the individual demonstrating the behaviours under each competency. Before you record your response, you should try to recall examples of situations where you have observed your employee demonstrate the behaviour. This will assist you in choosing the appropriate response.

- **ALMOST NEVER** – almost never acts in this manner.
- **OCCASIONALLY** – sometimes acts in this manner.
- **FREQUENTLY** – regularly acts in this manner and I can provide recent examples.
- **ALMOST ALWAYS** – always behaves in this way and I can illustrate with many recent examples.

Once completed, please return the assessment to your employee. Your honest and constructive feedback serves as a significant component in his/her development.

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

Learner's Name: _____ Date: _____				
Manager Assessor's Name: _____				
1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.				
	How frequently does your employee demonstrate this behaviour?			
IM Policy Development and Implementation: <i>This competency includes the knowledge needed to support, develop, implement and monitor IM policy, legislation and standards.</i>	Almost Never	Occasionally	Frequently	Almost Always
Applies policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participates in the maintenance of policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains operational procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies challenges within IM and complies with legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervises the implementation of policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Updates policies and procedures with management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implements system policies that ensure consistency in practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, recommends, implements and administers IM policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures best practices are applied when creating IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perceives and analyzes IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides strategic direction on the development, and implementation of IM policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.				
	How frequently does your employee demonstrate this behaviour?			
IM Operational Processes: <i>This competency includes a wide range of behaviours from the implementation of existing process to the development and management of these processes.</i>	Almost Never	Occasionally	Frequently	Almost Always
Ensures accurate application of the processing of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains the physical condition of records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adheres to the process of transferring records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sorts, classifies and codes materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performs departmental requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Locates and disseminates records in accordance with departmental IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains the records and information repository integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures thoroughness of records and report findings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performs physical file maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures efficient operations of the Records Centre/Information Service Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participates in the development of the classification, retention and disposal plan for the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains the configuration elements for these processes (designing, developing, implementing and maintaining)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides supervisory, advisory and consultative services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acts as the subject matter expert for the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plans, recommends, implements and monitors the process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works with employees and management in ensuring the integration of best practices into the operations and work flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads and coordinates the planning, development and implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to provide strategic direction on IM departmental process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.				
	How frequently does your employee demonstrate this behaviour?			
Organize, Analyze and Evaluate Data and/or Processes: <i>This competency includes the ability to identify information needs, analyze those needs, and recommend solutions that address users and/or department needs. It also includes the statistical knowledge needed in analyzing and evaluating departmental IM needs.</i>	Almost Never	Occasionally	Frequently	Almost Always
Analyzes and evaluates user needs for information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Locates and disseminates records in accordance with departmental IM policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies and corrects discrepancies in records/information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies issues that impact efficient IM processes and report to management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates statistical knowledge in the area of IM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops and maintains key configuration elements of ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops and implements metadata standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analyzes and evaluates usage and audit reports in order to ensure efficiencies in work flow and create recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates statistical knowledge in the area of IM for reports to management and troubleshooting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conducts research and analysis to provide departmental recommendations on IM best practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads and conducts specialized research and analysis to provide strategic recommendations to departmental IM processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops and evaluates statistical reports for management and executive review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommends and implements strategic IM decisions and solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.				
	How frequently does your employee demonstrate this behaviour?			
Manage IM Tools and Resources: <i>This competency includes the management and / or use of IM tools and resources. Tools and resources include the system applications used to manage department information.</i>	Almost Never	Occasionally	Frequently	Almost Always
Effectively uses IM tools and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collects and provides transactional data to management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance to management related to the procurement and budget process for IM tools and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance on the use of IM tools and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads the design, development, implementation and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides advisory and consultative services in the design, development, implementation, maintenance and enhancements of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepares and monitors a budget for the IM and IP program within the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

1. Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.				
	How frequently does your employee demonstrate this behaviour?			
Knowledge Transfer: <i>This competency includes various behaviours needed for informational exchange within IM positions. Included in this competency, but not limited to, is coaching, classroom training, e-learning and desk-side support.</i>	Almost Never	Occasionally	Frequently	Almost Always
Provides IM process knowledge to departmental clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance and orientation to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads and provides process and technology training and orientation to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creates and updates manuals and guides for employees on the functionality and process of ECM system(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads and provides training and supports employees on the ECM system(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interacts with system users to provide support and advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides advisory and consultative services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops education manuals, delivers seminars/training sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads the development of the educational/training component of the IM program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance/coaching to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proactively establishes committees/working groups as required to obtain input on IM processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates legislation expertise to the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

2. Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.				
	How frequently does your employee demonstrate this behaviour?			
Disaster Recovery: <i>This competency includes the ability to support, develop, implement and evaluate disaster recovery plans as they relate to the management of information.</i>	Almost Never	Occasionally	Frequently	Almost Always
Applies knowledge of the disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applied knowledge of and implements elements of the disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads a team in creative disaster recovery response	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops creative policies and procedures for the disaster recovery plan for an ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops creative policies and procedures for the IM disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applies innovative solutions to challenges and problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluates the IM disaster recovery plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

2. Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.				
	How frequently does your colleague demonstrate this behaviour?			
Maintain, Protect and Preserve Information: <i>This competency includes the maintenance, protection and preservation of information by compliance with relevant Government legislation and policies including the Management of Information and Protection of Privacy Act and Access to Information Protection Act.</i>	Almost Never	Occasionally	Frequently	Almost Always
Identifies sensitivity levels and access control for managing information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executes and supervises procedures to maintain, protect and preserve information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs, implements and maintains system protocols for maintaining, protecting and preserving information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops creative procedures to maintain, protect and preserve information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable in protection and preservation solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports highly confidential documentation for management and executive review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluates the approach for the preservation and maintenance of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creates strategies to maintain, protect, and preserve information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

2. Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.				
	How frequently does your employee demonstrate this behaviour?			
Risk Assessment/Audit: <i>This competency includes the ability to implement established audit and quality controls, as well as the ability to define, assess, analyze, recommend, implement, evaluate and monitor these controls.</i>	Almost Never	Occasionally	Frequently	Almost Always
Ensures quality assurance is maintained at all times through the implementation of established audit controls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of auditing processes in the area of IM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of auditing processes in the area of IM for troubleshooting protocols and performing risk assessments to address potential liabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works with management in performing an IM assessment to ensure data integrity and security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops audit and assessment reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perceives and analyzes processes and procedures, analyzes alternatives for potential benefits and risks, recommends and implements decisions and solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

3. Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.				
	How frequently does your employee demonstrate this behaviour?			
Information Protection (IP) and Security Procedures: <i>This competency includes the skills necessary to protect and secure information.</i>	Almost Never	Occasionally	Frequently	Almost Always
Implements IP and security protocols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs and administers the security of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advises IT on IP and security protocols for system design and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides recommendations to management on IP and security procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides strategic recommendations to management on IP and security procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

3. Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.				
	How frequently does your employee demonstrate this behaviour?			
IP and Security Policy Development and Application: <i>This competency includes the knowledge needed to support, develop, implement and monitor IP and security policy, legislation and standards.</i>	Almost Never	Occasionally	Frequently	Almost Always
Implements IP and security policies, procedures, practices and legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implements IP and security policies, procedures, practices and legislation and maintains operational procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, recommends and implements system policy to ensure adherence to IP and security policies and consistency in practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, recommends, implements, administers and monitors IP and security policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiates, leads and coordinates the development, implementation and maintenance of IP and security policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides IP and security strategic recommendations to management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

3. Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.				
	How frequently does your employee demonstrate this behaviour?			
Compliance: <i>This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government's IM positions.</i>	Almost Never	Occasionally	Frequently	Almost Always
Complies with IP and security policies and procedures and transfers knowledge to department users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports Privacy Impact Assessments (PIA) and Privacy Capacity checks and monitors all issues identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

4. Information Technology (IT): Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.				
	How frequently does your employee demonstrate this behaviour?			
Utilizing IT: <i>This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and/or maintain IT.</i>	Almost Never	Occasionally	Frequently	Almost Always
Utilizes technology effectively in support of a records and information management program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consults with employees on the development and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages the development and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

4. Information Technology (IT): Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.				
	How frequently does your employee demonstrate this behaviour?			
Software Applications: <i>This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and/or maintain IM software applications.</i>	Almost Never	Occasionally	Frequently	Almost Always
Knowledgeable of IM software applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses systems to research, identify and compile records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses systems to research, identify and compile records for management reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of IM software applications for set up, design, configuration and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads development, implementation and daily operations of a department's ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages the development and maintenance of an ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides advisory and consultative services in the maintenance of an ECM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable of IM software applications relevant to records and information systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plans and coordinates a departmental IM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, maintains, provides advisory/consultative services and manages the selection, design, modification, and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides strategic direction and coordination for a departmental IM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops, maintains, provides advisory/consultative services and leads the selection, design, modification, and maintenance of IM systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Technical Competency Framework for Information Management (IM)
Competency Manager Assessment Tool**

4. Information Technology (IT): Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.				
	How frequently does your employee demonstrate this behaviour?			
Reprographics, Imaging and Other Office Equipment: <i>This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government's IM positions.</i>	Almost Never	Occasionally	Frequently	Almost Always
Operates reprographic, imaging and other office equipment for IM needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervises the operation of reprographic, imaging and other office equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervises the operations and budgetary recommendations for the procurement of reprographic, imaging and other office equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plans and coordinates office equipment needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses current environment and provides recommendation for future needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses current environment and provides strategic recommendation for future needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>