

ILNAS

Institut luxembourgeois de la normalisation
de l'accréditation, de la sécurité et qualité
des produits et services

ILNAS-EN 16234-1:2016

e-Competence Framework (e-CF) - A common European Framework for ICT Professionals in all industry sectors - Part 1: Framework

e-Kompetenz-Rahmen (e-CF) - Ein
gemeinsamer europäischer Rahmen für
IKT-Fach- und Führungskräfte in allen
Branchen - Teil 1: Rahmenwerk

Référentiels de e-Compétences -
Référentiel européen commun pour les
professionnels des technologies de
l'information et de la communication

04/2016



National Foreword

This European Standard EN 16234-1:2016 was adopted as Luxembourgish Standard ILNAS-EN 16234-1:2016.

Every interested party, which is member of an organization based in Luxembourg, can participate for FREE in the development of Luxembourgish (ILNAS), European (CEN, CENELEC) and International (ISO, IEC) standards:

- Participate in the design of standards
- Foresee future developments
- Participate in technical committee meetings

<https://portail-qualite.public.lu/fr/normes-normalisation/participer-normalisation.html>

THIS PUBLICATION IS COPYRIGHT PROTECTED

Nothing from this publication may be reproduced or utilized in any form or by any mean - electronic, mechanical, photocopying or any other data carries without prior permission!

English Version

e-Competence Framework (e-CF) - A common European Framework for ICT Professionals in all industry sectors - Part 1: Framework

Référentiel des e-compétences - Référentiel européen commun pour les professionnels des technologies de l'information et de la communication dans tous les secteurs d'activité - Partie 1 : Référentiel

e-Kompetenz-Rahmen (e-CF) - Ein gemeinsamer europäischer Rahmen für IKT-Fach- und Führungskräfte in allen Branchen - Teil 1: Rahmenwerk

This European Standard was approved by CEN on 14 January 2016.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the CEN-CENELEC Management Centre or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN-CENELEC Management Centre has the same status as the official versions.

CEN members are the national standards bodies of Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

CEN-CENELEC Management Centre: Avenue Marnix 17, B-1000 Brussels

Contents	Page
European foreword.....	4
Introduction	5
1 Scope	7
2 Normative reference.....	7
3 Terms and definitions	7
4 Symbols and abbreviated terms	10
5 General principles.....	10
5.1 General.....	10
5.2 Dimension 1: Five e-Competence areas	10
5.3 Dimension 2: 40 e-Competences	11
5.4 Dimension 3: Five proficiency levels with EQF relationship.....	11
5.5 Dimension 4: Knowledge and skills.....	12
5.6 Embedded in Dimension 2, 3 and 4: Attitudes.....	12
5.7 Overview	12
6 Objective.....	14
7 40 e-Competences	15
7.1 A. PLAN	15
7.1.1 A.1. IS and Business Strategy Alignment.....	15
7.1.2 A.2. Service Level Management.....	16
7.1.3 A.3. Business Plan Development.....	17
7.1.4 A.4. Product/Service Planning	18
7.1.5 A.5. Architecture Design	19
7.1.6 A.6. Application Design	21
7.1.7 A.7. Technology Trend Monitoring.....	22
7.1.8 A.8. Sustainable Development.....	23
7.1.9 A.9. Innovating	24
7.2 B. BUILD	24
7.2.1 B.1. Application Development.....	24
7.2.2 B.2. Component Integration	26
7.2.3 B.3. Testing	27
7.2.4 B.4. Solution Deployment.....	28
7.2.5 B.5. Documentation Production.....	29
7.2.6 B.6. System Engineering.....	30
7.3 C. RUN	32
7.3.1 C.1. User Support	32
7.3.2 C.2. Change Support.....	33
7.3.3 C.3. Service Delivery	34
7.3.4 C.4. Problem Management	35
7.4 D. ENABLE	36
7.4.1 D.1. Information Security Strategy Development.....	36
7.4.2 D.2. ICT Quality Strategy Development.....	37
7.4.3 D.3. Education and Training Provision.....	38
7.4.4 D.4. Purchasing	39
7.4.5 D.5. Sales Proposal Development.....	40

7.4.6	D.6. Channel Management	41
7.4.7	D.7. Sales Management	42
7.4.8	D.8. Contract Management	43
7.4.9	D.9. Personnel Development	44
7.4.10	D.10. Information and Knowledge Management.....	45
7.4.11	D.11. Needs Identification	46
7.4.12	D.12. Digital Marketing.....	47
7.5	E. MANAGE	48
7.5.1	E.1. Forecast Development.....	48
7.5.2	E.2. Project and Portfolio Management	49
7.5.3	E.3. Risk Management	51
7.5.4	E.4. Relationship Management	52
7.5.5	E.5. Process Improvement.....	53
7.5.6	E.6. ICT Quality Management.....	54
7.5.7	E.7. Business Change Management.....	55
7.5.8	E.8. Information Security Management	55
7.5.9	E.9. IS Governance	57
	Annex A (informative) Examples of e-Competence usage.....	58
	Annex B (normative) Basic reference works	65
	Bibliography	67

European foreword

This document (EN 16234-1:2016) has been prepared by Technical Committee CEN/TC 428 "Project Committee - e-competences and ICT Professionalism", the secretariat of which is held by UNI.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by October 2016, and conflicting national standards shall be withdrawn at the latest by October 2016.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This document supersedes CWA 16234-1:2014.

This European Standard is made up of three parts defining an EN which is the transposition of CWA 16234-1, CWA 16234-2, CWA 16234-3 and CWA 16234-4:

- Part 1: *e-Competence Framework (e-CF) - A common European Framework for ICT Professionals in all industry sectors – Part 1: Framework* (EN);
- Part 2: *e-Competence Framework (e-CF) - A common European Framework for ICT Professionals in all industry sectors – Part 2: User guide* (TR);
- Part 3: *e-Competence Framework (e-CF) - A common European Framework for ICT Professionals in all industry sectors – Part 3: Methodology* (TR).

Part 1 is fully standalone, and Parts 2 and 3 rely on Part 1.

A relationship with the European ICT Professional Profiles (CWA 16458, original CWA updated by e-CF 3.0 competences and re-published in 2014) is established: to each Profile a number of relevant e-Competences and their applying level(s), as defined by this standard, are assigned.

This standard on qualification of personnel outlines the minimum requirements (i.e. a threshold) of the staff competence based on skills and/or knowledge. This principle needs to be taken into consideration when assessing what part is mandatory and what becomes a simple recommendation when setting out the elements of each competence (shall versus should/may/can, etc.)

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Introduction

This standard was established as a tool to support mutual understanding and provide transparency of language through the articulation of competences required and deployed by Information and Communication Technology (ICT) professionals.

To support users and guide developers of applications to this standard, the following narrative provides an overview of the underpinning philosophy and principles adopted during the standard's construction and vital for successive updates.

The Guiding Principles:

This standard is an enabler; it is designed to be a tool to empower users, not to restrict them.

This standard provides a structure and content for application by many types of users from organizations in the private and public sector, ICT user or ICT supply organizations, educational institutions including higher education and private certification providers, social partners and individuals. In this broad application context, this standard is designed to support common understanding, not to mandate the use of each and every word used within it.

This standard expresses ICT competence using the following definition: 'Competence is a demonstrated ability to apply knowledge, skills and attitudes for achieving observable results'. This is a holistic concept directly related to workplace activities and incorporating complex human behaviours expressed as embedded attitudes. Attitudes are the glue which keep knowledge and skills together. Soft skills are the attitudes' components that can be made explicit, trained and developed.

Competence is a durable concept and although technology, jobs, marketing terminology and promotional concepts within the ICT environment change rapidly, this standard remains durable requiring maintenance approximately every three years to maintain relevance.

A competence can be a component of a job role, but it cannot be used as a substitute for similarly named job titles, for example; the competence, D.7. 'Sales Management' does not represent the complete content of a 'Sales Manager' job role. Competences can be aggregated, as required, to represent the essential content of a job role or profile. On the other hand, one single competence may be assigned to a number of different job profiles.

Competence is not to be confused with process or technology concepts such as, 'Cloud Computing' or 'Big Data'. These descriptions represent evolving technologies and in the context of this standard, they may be integrated as knowledge and skills examples in Dimension 4.

This standard does not attempt to cover every possible competence deployed by an ICT professional nor are the included competences necessarily unique to ICT. This standard articulates competences associated with ICT professional roles including some that may be found in other professions but are very important in an ICT context; examples include, C.4. 'Problem Management' or E.3. 'Risk Management'. However, to maintain an ICT focus, this standard avoids generic competences such as 'Communications' or 'General Management' although very applicable these transversal competences are comprehensively articulated in other structures. Selecting competences for inclusion within this standard is therefore, not a scientific choice, but a pragmatic process engaging a broad cross-section of stakeholders who prioritize competence inclusion based upon industry knowledge and experience.

This standard is structured across four dimensions. e-Competences in Dimensions 1 and 2 are presented from the organizational perspective as opposed to from an individual's perspective. Dimension 3 which defines e-Competence levels related to the European Qualifications Framework (EQF), is a bridge between organizational and individual competences. Dimension 4 provides samples of knowledge and skills to the e-Competences in Dimension 2, they are not intended to be exhaustive but for inspiration and orientation only.

This standard has a sector specific relationship to the EQF; competence levels within this standard provide a consistent and rational relationship to levels defined within the EQF. The relativity between EQF learning levels and the e-competence proficiency levels of this standard has been systematically developed to enable consistent interpretation of the EQF in the ICT workplace environment.

Continuity of this standard is imperative; following maintenance updates it is essential that users are provided with a simple upgrade path. Users of this standard invest considerable time and resources to align processes or procedures with it. Organizations deploying these downstream activities are reliant upon this standard and need to be confident of the continued sustainability of their processes. Updates of this standard need to recognize this requirement and provide for continuity enabling use of the existing version of this standard until it is convenient to upgrade to the latest version.

This standard is neutral; it does not follow the specific interests of a few major influencers, it is developed and maintained through an EU-wide balanced multi-stakeholder agreement process, under the umbrella of the European Committee for Standardization. This standard is a key component of the European Commission's Digital Agenda; it is designed for use by any organization and individual engaged in ICT Human Resources planning and competence development.

1 Scope

This European Standard provides a reference of 40 competences as required and applied at the Information and Communication Technology (ICT) business related workplace, using a common language for competences, skills and proficiency levels that can be understood across Europe. As the first sector-specific implementation of the European Qualifications Framework (EQF), this European Standard aligns its proficiency levels to the EQF learning levels.

This European Standard was created for application by:

- ICT service, user and supply organizations,
- ICT professionals, managers and human resource (HR) departments,
- vocational education institutions and training bodies including higher education,
- social partners (trade unions and employer association), professional associations, accreditation, validation and assessment bodies,
- market analysts and policy makers,

and other organizations and stakeholders in public and private sectors.

2 Normative reference

No document has been identified as indispensable for the application of this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1

ICT professional skill

capability relating or belonging to professions in the ICT sector

[SOURCE: OXFORD English Dictionary, modified – the word “ICT” has been added]

3.2

ICT management skill

capability of dealing with and controlling issues related or belonging to the ICT

[SOURCE: OXFORD English Dictionary, modified – the word “ICT” has been added]

3.3

ICT user skill

capability required for the effective application of ICT systems and devices by the individual ICT user

Note 1 to entry: ICT users apply systems as tools in support of their own work.

3.4

competence

demonstrated ability to apply knowledge, skills and attitudes for achieving observable results