



PB IT Career Development

Master Curriculum Guide

Version 1.1: June, 2010

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PB IT Career Development

Overview

Introduction

The IT organization within PB is committed to the continued development of its employees. Employee development is a shared responsibility of the organization, IT management team, and individual employee. As professionals, it is critical to stay current on new technologies and trends in the evolving field of information technology. It is also important to ensure that continued development and improvement is made in other competencies related to the business environment. This guide provides a targeted curriculum for employee development for each job family in the IT organization at PB.

Acknowledgements

This guide was created by a curriculum development team with global representation. This included IT professionals from each major geographic region within PB. The following team members are listed below with their geographic region.

Name	Region
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Chris White	Middle East
Patrick Leung	Asia
Ros Beck	Europe-Africa
Kim Myers	PBU- Enterprise
Greg Metzger	PBU- Enterprise

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Overview, Continued

Employee Development

Employee development is facilitated through a wide variety of vehicles including on the job training and mentoring, formal classroom training, eLearning courses, and professional publications and websites. PB has an extensive library of eLearning courses available via PB University (PBU). This curriculum guide leverages these knowledge resources extensively. However, we recognize that there are many other developmental activities that are valuable for employee development. We encourage managers and employees to make use of additional learning and development tools when they meet employee development needs and the objectives of the company.

RYP Process

This guide should be used in conjunction with the RYP process. The specific competencies listed for each job family relate to the four categories of competencies on the RYP form. An annual assessment of employees' development on each professional competency should be made during the RYP process. The training courses listed in this guide may be added to employees' training needs list and managers should ensure that courses are completed in a timely manner.

How to Use the Guide

Overview This guide is a tool that should be used by both managers and employees in the ongoing performance improvement process. The guide lists training for ITIL which is a global requirement for all IT employees. Additionally, each job family has specific training that should be completed. Optional training may be taken as applicable. This may include courses in other job families.

Managers Managers should help each employee identify his or her applicable job family and establish a plan to ensure that the courses are completed. During the annual RYP process, they should evaluate their employees' progress and update their training plans as applicable. An evaluation of optional training courses should also be made to see if they will meet developmental needs. Managers are encouraged to use courses in other job families if they will help develop employees for future positions or responsibilities that will help both the employee and the organization.

Learning Plans The training courses for each job family may be added to employees' learning plans in PB University. The applicable courses will then be listed on employees' "Recommended Training" area. This allows employees to easily find the courses and track their progress. Managers may request the addition of a job family curriculum by completing and submitting the learning plan request form found on page 7 of this guide. This form is also available on the Hub and the PB University home page. Forms should be submitted to PB University via email (pbu@pbworld.com) for processing.

Continued on next page

How to Use the Guide, Continued

Employees Each employee should work with his or her manager to identify the applicable job family and meet the objectives listed above. It is important to note that each employee is ultimately responsible for his or her professional development so the RYP process, training plan, and completion of this curriculum should be a collaborative process.

Action Items Follow the following steps to properly use this guide.

Step	Action
1	Review the ITIL requirements (see page 7)
2	Work with your manager to create a plan for completing the ITIL training courses if not already certified
3	Identify your job family from the list (see pages 10-11)
4	Find the applicable job family section in this guide
5	Review the required training for the job family
6	Work with your manager to create a plan for completing the courses in your applicable job family. <u>Note:</u> Training assignments may be made at any time at manager request using the form in Appendix A (see page 88)
7	Track your progress using both PBU and by using the course list tables in this guide
8	When finished with the full curriculum including ITIL, complete and sign the completion certification form at the end of this document and submit it to your manager (see page 87)

IT Curriculum Learning Plan Request Form

IT Curriculum Learning Plan Request Form

Please complete this form to request the assignment of an IT learning plan in PB University. Managers should complete this form and ensure that the proper job family is listed. Please note that the specialty area is only needed for the IT Operations job family. When complete, please attach the form to an email and send it to: pbu@pbworld.com

If you have any questions, please contact Kim Myers: myersk@pbworld.com or 904.304.2470

Date of Request	
Employee Name	
Employee Number	
Employee Email	
Employee Work Phone No.	
Office/Location	
IT Job Family	
Specialty Area* *Note: Only used for the IT Operations job family	
Approving Manager	
Cost Center	

ITIL Training

Overview

ITIL (Information Technology Infrastructure Library) is a series of documents, originally created by the Office of Government Commerce, a governmental department in the United Kingdom. These are used to help implement an efficient framework for IT Service Management (ITSM). This “ITIL framework” essentially defines how to organize the system and network management departments within individual organizations.

The concepts within ITIL support IT service providers in the planning of consistent, documented, and repeatable processes that improve service delivery to the business. ITIL addresses the organizational structure and skill requirements for an IT organization by presenting a comprehensive set of management procedures with which an organization can manage its IT operations. An established and well defined certification scheme is also in place to support ITIL. This comprises three distinct levels: Foundation, Practitioner and Manager.

PB has adopted the ITIL methodology and all employees are required to complete the ITIL V3 Level 1- Foundation certification. This enables people to understand the terminology used within ITIL. It focuses upon foundation knowledge with regard to the ITIL Service Support and Service Delivery sets as well as covering the generic ITIL philosophy and its background.

ITIL Certification

The Level 1- Foundation certification (V3) may be obtained by successfully completing training offered by vendors in a traditional classroom format and passing the final test. Employees who have already completed their certification must submit documentation confirming their certification to PB University.

Employees who need to complete their certification may do so by completing the PB University courses listed in the table on the following page. After successfully completing all of the courses, a final test must be successfully completed at an authorized testing center.

Continued on next page

ITIL Training, Continued

ITIL Courses The following ITIL courses are available in PB University.

ITIL Level 1 Foundation Courses

Course Title	Course Length (in hrs.)	Course Code	Description	Date Completed
ITIL V3 - ITIL and the Service Lifecycle	1.5	ib_itol_a01_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Service Strategy Fundamentals	2.5	ib_itol_a02_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Service Strategy Processes	1.25	ib_itol_a03_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Service Design Fundamentals	2.0	ib_itol_a04_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Service Design Processes	2.5	ib_itol_a05_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Service Transition Processes and Principles	2.5	ib_itol_a06_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Service Operation Principles and Functions	2.0	ib_itol_a07_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Service Operation Processes	1.5	ib_itol_a08_it_enus	Technical and Professional Knowledge Course	
ITIL V3 - Continual Service Improvement Fundamentals	1.5	ib_itol_a09_it_enus	Technical and Professional Knowledge Course	
TestPrep ITIL V3 Foundation (ITV3F)	0.5	TPITV3F	Test Preparation	
Mentoring ITIL V3 Foundation (ITV3F)	NA	mntitv3f	Mentoring Assistance including email and live chat for questions about ITIL	
Total Length	17.75 hrs.			

IT Job Families

Introduction The term "job family" refers to a grouping of jobs that handle similar types of work and require similar types of training, skills, knowledge and expertise. Some job families have more jobs roles than others, and those with many jobs may have specialty areas. In all cases, a job can only reside in one job family.

Contents This section contains the following topics:

Topic	See Pages
Job Family Matrix	11-12
Application Development	13-20
Customer Relationship Managers (CRM)	21-29
Data Management	30-36
IT Management	37-48
IT Operations	49-59
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Operating Systems (Infrastructure)	66-72
Security	73-80
Web Design and Development Services	81-87

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IT Job Families, Continued

Job Family Matrix

The following table lists the nine job families, a short description, and some sample job roles for illustration purposes. There may be additional roles or titles that are not listed. Please contact your manager if you have questions about your specific job family.

Job Family Matrix

Job Family Name	Description	Job Roles
Application Development	Includes writing software code, debugging software code, testing software, and creation of software specifications. This role may include the provision of specialized application support based on the size of the organization.	Solution Delivery, Application Support, Application Development, CAD and Engineering Management, Computer Graphics Specialists
Customer Relationship Managers (CRM)	The CRM role is an interface between the business community and IT. Work involves the planning and assessment of IT customer support services (new business initiatives requiring technology, service, installation, configuration, troubleshooting, customer assistance, and/or training).	Customer Relations, Requirements Analysis
Data Management	Work that involves the planning, development, implementation, and administration of systems for the acquisition, storage, and retrieval of data.	EDMS Project Manager, DBA & Development Senior and Junior roles, Oracle, E2C
IT Management	Work that involves a wide range of IT management activities that typically extend and apply to an entire organization or major components of an organization including management of people and IT strategic direction setting.	IT Manager, CIO, Director of Technology, Technical Architect, IT Support Manager
IT Operations	Install, troubleshoot, and maintain hardware and software systems. Additional responsibilities include data backup and general day-to-day operations functions. Specialties include vendor management, contract management, IT Procurement, licensing compliance, and asset management (HW & SW). Associates responsible for planning, supervising, installation, operation, and maintenance of telecommunications systems are also included in this job family.	Asset Management, IT Procurement, IT Training, LAN Administrators, Help Desk, IT Service Desk, IT Client Services, and second line support, Telecommunications

Continued on next page

IT Job Families, Continued

Job Family Matrix, cont. The job family matrix continues below.

Job Family Matrix, cont.

Job Family Name	Description	Job Roles
Network Administration	Work that involves the planning, analysis, design, development, testing, quality assurance, configuration, installation, implementation, integration, maintenance, and/or management of networked systems used for the transmission of information in voice, data, and/or video formats.	Configuration Management (LANDesk, SCCM, etc.) Enterprise Group's job roles
Operating Systems (Infrastructure)	Work that involves the planning, installation, configuration, testing, implementation, and management of the systems environment in support of the organization's IT architecture and business needs.	Infrastructure Management (Americas Infrastructure in the US)
Security	Work that involves ensuring the confidentiality, integrity, and availability of systems, networks, and data through the planning, analysis, development, implementation, maintenance, and enhancement of information systems security programs, policies, procedures, and tools.	Passwords, IT Disaster Recovery, Equipment Security, Lost Equipment
Web Design and Development Services	Work that involves the technical planning, design, development, testing, implementation, and management of Internet, intranet, and extranet solutions, including web based systems/applications development and technical management of Web sites.	Intranet/Internet, HUB, ProjectSolve, Web Design, Graphic Design

Application Development

Introduction The Application Development job family's primary functions are to develop, test, and commission software applications. Additional responsibilities include gathering user requirements and coordination with IT teams. Some job roles and duties include but are not limited to:

- Software Project Management
 - IT Procurement
 - Software Quality Assurance
-

Competencies This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Competency List The following items outline the key competencies of the Application Development family.

1. Commitment to Quality
 2. Communication
 3. Continuous Learning
 4. Contributing to Team Success
 5. Decision Making
 6. Facilitating Change
 7. Innovation
 8. Safety Awareness
 9. Technical/Professional Knowledge
-

Continued on next page

Application Development, Continued

1. Commitment to Quality **Definition-** Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.

2. Communication **Definition-** Can convey information and ideas through a variety of media to individuals or groups in a manner that helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.

Continued on next page

Application Development, Continued

3. Continuous Learning

Definition- Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets training needs-** Seeks and uses feedback to identify appropriate training and professional development.
 - **Seeks developmental activities-** Identifies and participates in appropriate activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill training needs.
 - **Applies knowledge or skill-** Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.
-

4. Contributing to Team Success

Definition- Actively participating as a member of a team to move the team toward the completion of goals.

Key Actions

- **Facilitates goal accomplishment-** Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to help the team accomplish its goals.
 - **Involves others-** Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.
 - **Informs others on team-** Shares important or relevant information with the team.
 - **Models commitment-** Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.
-

Continued on next page

Application Development, Continued

5. Decision Making

Definition- Identifying and understanding issues and problems. Developing appropriate solutions; taking action that effectively resolves the issue or problem within corporate guidelines.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Continued on next page

Application Development, Continued

6. Facilitating Change

Definition- Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.

Key Actions

- **Encourages boundary breaking-** Encourages associates to question established work processes or assumptions; challenges associates to ask “why” until an underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.
- **Values sound approaches-** Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.
- **Addresses change resistance-** Helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.
- **Manages complexity and contradiction-** Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.

Continued on next page

Application Development, Continued

7. Innovation

Definition- Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities.

Key Actions

- **Challenges paradigms-** Identifies implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others.
- **Leverages diverse resources-** Draws upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.
- **Thinks expansively-** Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches/solutions.
- **Evaluates multiple solutions-** Examines numerous potential solutions and evaluates each before accepting any.
- **Ensures relevance-** Targets important areas for innovation and develops solutions that address meaningful work issues.

Continued on next page

Application Development, Continued

8. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
 - **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
 - **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.
-

9. Technical & Professional Knowledge

Definition- Developing technical and professional skills. Can explain fundamental technical concepts and perform tasks with some assistance or supervision; keeping up with current developments and trends in areas of professional knowledge and skills.

Key Actions

- **Performs tasks-** Demonstrates working knowledge of systems and concepts across a range of generally related technical/specialist areas by performing daily tasks related to job requirements.
 - **Applies Technical Knowledge-** Applies knowledge in standard situations. Knows how and where to get technical assistance. Understands technical terminology and development, Knows when and how to apply a technical skill or procedure.
 - **Maintains technical expertise-** Stays abreast of current developments and trends in all relevant technical/professional knowledge areas.
-

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Application Development, Continued

Required Courses

The following courses are required training for all employees in the Application Development job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Analyzing Requirements Using Models	3.0	cons_01_a06_bs_enus	Technical/Professional Knowledge	
Basic Testing Methodologies	2.5	en_US_16347_ng	Technical/Professional Knowledge	
Communicating with Power and Confidence	3.0	Adm0114	Communications	
Conquering conflict through communication	3.0	<u>TEAM0214</u>	Communications	
Decision Making	2.0	HMM-14	Decision Making	
Establishing Team and Customer Relationships	2.0	cust_01_a03_bs_enus	Contributing to Team Success	
General Coding Best Practices	3.5	219736_eng	Technical/Professional Knowledge	
It's About Time	0.75	sprod005	Time Management	
ITIL: Problem and Change Management	2.0	CUST0184	Facilitating Change	
Managing the Execution and Control of IT Projects	5.5	PROJ0354	Technical/Professional Knowledge	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Planning for Quality	2.0	<u>PROJ0561</u>	Commitment to Quality	
Programming Techniques and Strategies	2.0	219722_eng	Technical/Professional Knowledge	
Requirements Planning and Management	2.5	cons_01_a04_bs_enus	Technical/Professional Knowledge	
The Life Cycle of an IT Project	5.0	PROJ0353	Technical/Professional Knowledge	
Total Length	40.25 hrs.			

Customer Relationship Managers (CRM)

Introduction

The IT CRM's job family's primary functions include contribution to Governance & Process, Architecture, Methodology & Capability Building, Business Partnering / Customer Satisfaction, People & Teams. Some duties include but are not limited to:

- Project and Initiatives Reporting
 - Business Case Development
 - Post Implementation Reviews
 - Identify Business Innovations
 - Negotiation
 - IT Requirements and Constraints
 - Skills Building/Transfer
 - Customer/IT Strategic Alignment
-

Competencies

This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Competency List

The following items outline the key competencies of the IT Customer Relationship Management job family.

1. Building Customer Loyalty
 2. Building Trust
 3. Building Working Relationships
 4. Commitment to Quality
 5. Communication
 6. Facilitating Change
 7. Innovation
 8. Negotiation
 9. Safety Awareness
-

Continued on next page

Customer Relationship Managers (CRM), Continued

1. Building Customer Loyalty

Definition- Effectively meeting customer needs; building productive customer relationships; taking responsibility for customer satisfaction and loyalty.

Key Actions

- **Uses Key Principles-** Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
 - **Clarifies the current situation-** Asks questions to determine needs; listens carefully; provides appropriate information; summarizes to check understanding.
 - **Meets or exceeds needs-** Acts promptly in routine situations; agrees on a clear course of action in non-routine situations; takes opportunities to exceed expectations without making unreasonable commitments.
 - **Confirms satisfaction-** Asks questions to check for satisfaction; commits to follow-through, if appropriate; thanks customer.
 - **Takes the “heat”-** Handles upset customers by hearing the customer out, empathizing, apologizing, and taking personal responsibility for resolving customer problems/issues.
-

Customer Relationship Managers (CRM), Continued

2. Building Trust

Definition- Interacting with others in a way that gives them confidence in one's intentions and those of the organization.

Key Actions

- **Operates with integrity-** Demonstrates honesty; keeps commitments; behaves in a consistent manner.
- **Discloses own positions-** Shares thoughts, feelings, and rationale so that others understand personal positions.
- **Remains open to ideas-** Listens to others and objectively considers others' ideas and opinions, even when they conflict with one's own.
- **Supports others-** Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

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Customer Relationship Managers (CRM), Continued

3. Building Working Relationships

Definition- Developing and using collaborative relationships to facilitate the accomplishment of work goals.

Key Actions

- **Seeks opportunities-** Proactively tries to build effective working relationships with other people.
- **Clarifies the current situation-** Probes for and provides information to clarify situations.
- **Develops others' and own ideas-** Seeks and expands on original ideas, enhances others' ideas, and contributes own ideas about issues at hand.
- **Subordinates personal goals-** Places higher priority on team or organization goals than on own goals.
- **Facilitates agreement-** Gains agreement from partners to support ideas or take partnership-oriented action; uses sound rationale to explain value of actions
- **Uses Key Principles-** Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

4. Commitment to Quality

Definition- Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.

Continued on next page

Customer Relationship Managers (CRM), Continued

5. Communication **Definition-** Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **Maintains audience attention-** Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection.
- **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Ensures understanding-** Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.
- **Adheres to accepted conventions-** Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.
- **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.

Continued on next page

Customer Relationship Managers (CRM), Continued

6. Facilitating Change

Definition- Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.

Key Actions

- **Encourages boundary breaking**– Encourages associates to question established work processes or assumptions; challenges associates to ask “why” until an underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.
- **Values sound approaches**- Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.
- **Rewards change**- Recognizes and rewards associates who make useful changes.
- **Addresses change resistance**- Helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.
- **Manages complexity and contradiction**- Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.

Continued on next page

Customer Relationship Managers (CRM), Continued

7. Innovation

Definition- Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities.

Key Actions

- **Challenges paradigms-** Identifies implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others.
- **Leverages diverse resources-** Draws upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.
- **Thinks expansively-** Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches/solutions.
- **Evaluates multiple solutions-** Examines numerous potential solutions and evaluates each before accepting any.
- **Ensures relevance-** Targets important areas for innovation and develops solutions that address meaningful work issues.

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Customer Relationship Managers (CRM), Continued

8. Negotiation **Definition-** Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties.

Key Actions

- **Clarifies the current situation-** Explores all parties' needs, concerns, and initial positions, including own.
 - **Identifies points of agreement/disagreement-** Builds common ground by highlighting areas of agreement; focuses efforts by pointing out areas of disagreement.
 - **Keeps discussion issue oriented-** Manages the interpersonal process to stay focused on the task; constructively addresses emotions and conflict.
 - **Develops others' and own ideas-** Engages in mutual problem solving by brainstorming alternative positions or approaches and evaluating them openly and fairly.
 - **Builds support for preferred alternatives-** Builds value of preferred alternatives by relating them to the other party's needs; responds to objections by emphasizing value; exposes problems with undesirable alternatives.
 - **Facilitates agreement-** Seeks a win-win solution through a give-and-take process that recognizes each party's core needs.
-

9. Safety Awareness **Definition-** Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
 - **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
 - **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.
-

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Customer Relationship Managers (CRM), Continued

Required Courses

The following courses are required training for all employees in the IT CRM job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Analyzing Requirements using Models	2.0	cons_01_a06_bs_enus	Innovation	
Change Management	2.0	HMM-19	Facilitating Change	
Client Relations Management	8.0	MK-00104	Building Working Relationships	
Communicating with Power and Confidence	3.0	<u>Adm0114</u>	Communication	
Conquering conflict through communication	3.0	<u>TEAM0214</u>	Communication	
Core Concepts in Business Analysis	2.0	cons_01_a01_bs_enus	Innovation	
Customer Focus	2.0	HMM-13	Building Customer Loyalty	
Enterprise Analysis and Making a Business Case	2.0	cons_01_a02_bs_enus	Innovation	
Establishing team and Customer Relationships	2.0	<u>cust_01_a03_bs_enus</u>	Building Customer Loyalty	
Negotiating	2.0	HMM-22	Negotiation	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Planning for Quality	2.0	PROJ0561	Commitment to Quality	
The Client-Consultant Relationship	2.0	CONS0112	Building Working Relationships	
The Master Negotiator	2.5	COMM0507	Negotiation	
Total Length	36.0 hrs.			

Data Management

Introduction The Data Management job family's primary functions are the planning, development, implementation, and administration of systems for the acquisition, storage, and retrieval of data. Some job roles and duties include but are not limited to:

- EDMS Project Manager
 - Oracle
 - DBA & Development Senior and Junior roles
 - E2C
-

Competencies This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Competency List The following items outline the key competencies of the Data Management job family.

1. Commitment to Quality
 2. Communication
 3. Continuous Learning
 4. Decision Making
 5. Information Monitoring
 6. Safety Awareness
 7. Technical/Professional Knowledge
-

Continued on next page

Data Management, Continued

1. Commitment to Quality **Definition-** Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.

2. Communication **Definition-** Can convey information and ideas through a variety of media to individuals or groups in a manner that helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.

Continued on next page

Data Management, Continued

3. Continuous Learning

Definition- Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets training needs-** Seeks and uses feedback to identify appropriate training and professional development.
- **Seeks developmental activities-** Identifies and participates in appropriate activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill training needs.
- **Applies knowledge or skill-** Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

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Data Management, Continued

4. Decision Making

Definition- Identifying and understanding issues and problems. Developing appropriate solutions; taking action that effectively resolves the issue or problem within corporate guidelines.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Continued on next page

Data Management, Continued

5. Information Monitoring

Definition- Setting up ongoing procedures to collect and review information needed to manage an organization or ongoing activities within it.

Key Actions

- **Identifies monitoring needs-** Determines which processes or areas need to be monitored; identifies what information needs to be obtained.
 - **Develops monitoring systems-** Establishes systems to monitor activities or outputs that are easy to use and that provide timely and pertinent information.
 - **Implements tracking systems-** Effectively puts in place monitoring systems with minimal interruption for other organizational processes.
 - **Reviews data-** Collects and reviews data on a regular basis to determine progress, anticipate needs, and make necessary adjustments to personnel or processes.
-

6. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
 - **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
 - **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.
-

Continued on next page

Data Management, Continued

7. Technical & Professional Knowledge

Definition- Developing technical and professional skills. Can explain fundamental technical concepts and perform tasks with some assistance or supervision; keeping up with current developments and trends in areas of professional knowledge and skills.

Key Actions

- **Performs tasks-** Demonstrates working knowledge of systems and concepts across a range of generally related technical/specialist areas by performing daily tasks related to job requirements.
- **Applies Technical Knowledge-** Applies knowledge in standard situations. Knows how and where to get technical assistance. Understands technical terminology and development, Knows when and how to apply a technical skill or procedure.
- **Maintains technical expertise-** Stays abreast of current developments and trends in all relevant technical/professional knowledge areas.

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Data Management, Continued

Required Courses

The following courses are required training for all employees in the Data Management job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (hrs.)	Course Code	Competency	Date Completed
Communicating with Power and Confidence	3.0	Adm0114	Communications	
Conquering conflict through communication	3.0	TEAM0214	Communications	
Decision Making	2.0	HMM-14	Decision Making	
Introduction to Storage Technology	1.5	240031_eng	Technical and Professional Knowledge	
Managing Storage and System Resources in Oracle 10g	2.25	221274_eng	Technical and Professional Knowledge	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Oracle Database 10g: Database Control and Storage Structures Release 2	2.25	249296_eng	Technical and Professional Knowledge	
Oracle Database 10g: New Storage Features	3.0	210095_eng	Technical and Professional Knowledge	
Planning for Quality	2.0	PROJ0561	Commitment to Quality	
Project Management for Non-project Managers Simulation	0.5	PROJ001A	Technical and Professional Knowledge	
Total Length	21.00 hrs.			

IT Management

Introduction

The IT Management job family's primary functions include overall management and accountability for one or more of the core IT operational and/or strategic functions. Some duties include but are not limited to:

- Project & Initiatives Management
 - Operational Management
 - Risk Management
 - Safety and Awareness
 - Business/IT Strategic Alignment
 - People Development
 - Financial Management
 - Leadership
-

Competencies

This section provides information about the key competencies for this job family. The competencies should be reviewed annually and managers and their senior managers should evaluate their proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for managers.

Competency List

The following items outline the key competencies of the IT Management job family.

1. Aligning Performance for Success
 2. Building a Successful Team
 3. Building Trust
 4. Coaching
 5. Customer Focus
 6. Decision Making
 7. Delegating Responsibility
 8. Facilitating Change
 9. Follow-up
 10. Leading Through Vision and Values
 11. Safety Awareness
-

Continued on next page

IT Management, Continued

1. Aligning Performance for Success

Definition- Focusing and guiding others in accomplishing work objectives.

Key Actions

- **Sets performance goals-** Collaboratively works with direct reports to set meaningful performance objectives; sets specific performance goals and identifies measures for evaluating goal achievement.
- **Establishes approach-** Collaboratively works with direct reports to identify the behaviors, knowledge, and skills required to achieve goals; identifies specific behaviors, knowledge, and skill areas for focus and evaluation.
- **Creates a learning environment-** As necessary, helps secure resources required to support development efforts; ensures that opportunities for development are available; offers to help individuals overcome obstacles to learning.
- **Collaboratively establishes development plans-** Collaboratively identifies observation or coaching opportunities, training, workshops, seminars, etc., that will help the individual achieve important goals.
- **Tracks performance-** Implements a system or uses techniques to track performance against goals and to track the acquisition and use of appropriate behaviors, knowledge, and skills.
- **Evaluates performance-** Holds regular formal discussions with each direct report to discuss progress toward goals and review performance; evaluates each goal, behavior, knowledge, and skill area.

Continued on next page

IT Management, Continued

2. Building a Successful Team

Definition- Using appropriate methods and a flexible interpersonal style to help build a cohesive team; facilitating the completion of team goals.

Key Actions

- **Develops direction-** Ensures that the purpose and importance of the team are clarified (e.g., team has a clear charter or mission statement); guides the setting of specific and measurable team goals and objectives.
- **Develops structure-** Helps to clarify roles and responsibilities of team members; helps ensure that necessary steering, review, or support functions are in place.
- **Facilitates goal accomplishment-** Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to team accomplishments.
- **Involves others-** Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.
- **Models commitment-** Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.

Continued on next page

IT Management, Continued

3. Building Trust **Definition-** Interacting with others in a way that gives them confidence in one's intentions and those of the organization.

Key Actions

- **Operates with integrity-** Demonstrates honesty; keeps commitments; behaves in a consistent manner.
 - **Discloses own positions-** Shares thoughts, feelings, and rationale so that others understand personal positions.
 - **Remains open to ideas-** Listens to others and objectively considers others' ideas and opinions, even when they conflict with one's own.
 - **Supports others-** Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.
-

4. Coaching **Definition-** Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem.

Key Actions

- **Clarifies the current situation**—Clarifies expected behaviors, knowledge, and level of proficiency by seeking and giving information and checking for understanding.
 - **Explains and demonstrates**—Provides instruction, positive models, and opportunities for observation in order to help others develop skills; encourages questions to ensure understanding.
 - **Provides feedback and reinforcement**—Gives timely, appropriate feedback on performance; reinforces efforts and progress.
 - **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
-

Continued on next page

IT Management, Continued

5. Customer Focus

Definition- Making customers and their needs a primary focus of one's actions; developing and sustaining productive customer relationships.

Key Actions

- **Seeks to understand customers-** Actively seeks information to understand customers' circumstances, problems, expectations, and needs.
- **Educates customers-** Shares information with customers to build their understanding of issues and capabilities.
- **Builds collaborative relationships-** Builds rapport and cooperative relationships with customers.
- **Takes action to meet customer needs and concerns-** Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids over-commitments.
- **Sets up customer feedback systems-** Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customer needs.

Continued on next page

IT Management, Continued

6. Decision Making

Definition- Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Continued on next page

IT Management, Continued

7. Delegating Responsibility

Definition- Allocating decision-making authority and/or task responsibility to appropriate others to maximize the organization's and individuals' effectiveness.

Key Actions

- **Shares appropriate responsibilities-** Allocates decision-making authority and/or task responsibility in appropriate areas to appropriate individuals (considering positive and negative impact, organizational values and structures, and the enhancement of the individual's knowledge/skills).
- **Defines parameters-** Clearly communicates the parameters of the delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines.
- **Provides support without removing responsibility-** Suggests resources and provides assistance or coaching as needed; expresses confidence in the individual.
- **Stays informed-** Establishes appropriate procedures to keep informed of issues and results in areas of shared responsibility.

Continued on next page

IT Management, Continued

8. Facilitating Change

Definition- Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.

Key Actions

- **Encourages boundary breaking**—Encourages associates to question established work processes or assumptions; challenges associates to ask “why” until an underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.
- **Values sound approaches**—Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.
- **Rewards change**—Recognizes and rewards associates who make useful changes.
- **Addresses change resistance**—Helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.
- **Manages complexity and contradictions**—Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.

Continued on next page

IT Management, Continued

9. Follow-up

Definition- Establishing procedures to monitor the results of delegations, assignments, or projects; taking into consideration the skills, knowledge, and experience of the assigned individual and characteristics of the assignment or project.

Key Actions

- **Communicates time frames-** Builds due dates into assignments and task delegations; effectively communicates milestones and expected results.
 - **Gathers appropriate information-** Asks questions to obtain relevant information; convenes meetings to review progress and share information; gets feedback on results from those directly involved.
 - **Evaluates results-** Meets formally with peers, associates, and others to review the results of an assignment, project, or delegated task.
-

10. Leading through vision and values

Definition- Keeping the organization's vision and values at the forefront of associate decision making and action.

Key Actions

- **Communicates the importance of the vision and values-** Helps others understand the organization's vision and values and their importance.
 - **Moves others to action-** Translates the vision and values into day-to-day activities and behaviors; guides and motivates others to take actions that support the vision and values.
 - **Models the vision and values-** Takes actions, makes decisions, and shapes team or group priorities to reflect the organization's vision and values.
 - **Rewards living the vision and values-** Recognizes and rewards associates whose actions support the organization's vision and values.
-

Continued on next page

IT Management, Continued

11. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems**—Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
- **Takes corrective action**—Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
- **Monitors the corrective action**—Monitors safety or security issues after taking corrective action and ensures continued compliance.

Continued on next page

IT Management, Continued

Required Courses

The following courses are required training for all employees in the IT Operations job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Building a High-Performance Team	2.0	TEAM8141	Building a successful team	
Change Management	2.0	HMM-19	Facilitating Change	
Client Relations Management	8.0	MK-00104	Customer Focus	
Coaching	2.0	HMM-03	Coaching	
Decision Making	2.0	HMM-14	Decision Making	
Delegating	2.0	HMM-40	Delegating Responsibility	
Effective Team Building Strategies	2.0	TEAM0171	Building a successful team	
Establishing team and Customer Relationships	2.0	cust_01_a03_bs_enus	Customer focus	
Foundations for building effective teams	2.0	TEAM8111	Building trust	
Introduction to eProcurement for IT commodities	1.5	eProcurement 100	Technical and Prof. Knowledge	
Leading and motivating	2.0	HMM-24	Leading through Vision and Values	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Strategic Decision Making	2.0	STGY0222	Decision Making	
Total Length	31.0 hrs.			

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IT Management, Continued

Optional Courses

The following courses are additional suggested training for employees in the IT Management job family. These optional courses and others in PB University should be reviewed by both the manager and his or her senior manager to determine applicability. These courses may be taken at any time with senior manager approval.

Additional Suggested Training Courses (optional)

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Effective Mentoring	2.0	MGMT0251	Coaching	
Enterprise Analysis and Making a Business Case	2.0	cons_01_a02_bs_enus	Decision Making/Innovation	
HP AssetEdge Lease Management Demo	2.0	HP-AssetEdge	Technical and Professional Knowledge	
Improving Your Leadership Skills	2.0	TEAM8136	Leading Through Vision and Values	
Safety Leadership	2.0	AP-0020	Safety Awareness	
The Coaching Clinic (Instructor led training where available)	15.0	ED-00035	Coaching- Instructor Led Training	
Total Length	25.0 hrs.			

IT Operations

Introduction The IT Operations job family's primary functions are to install, troubleshoot, and maintain hardware and software systems. Additional responsibilities include data backup and general day-to-day operations functions. Some job roles and duties include but are not limited to:

- Asset Management
 - IT Client Services
 - IT Service Desk
 - LAN Administrators
 - Telecommunications
 - Help Desk
 - IT Procurement
 - IT Training
 - Second line support
-

Competencies This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Competency List The following items outline the key competencies of the IT Operations job family.

1. Building Capability
 2. Client Focus
 3. Commitment to Quality
 4. Communication
 5. Continuous Learning
 6. Decision Making
 7. Safety Awareness
 8. Technical/Professional Knowledge
 9. Time Management
-

Continued on next page

IT Operations, Continued

1. Building Capability

Definition- Building skills and knowledge, for now and the future, to facilitate an environment where all employees can learn, develop and share their knowledge.

Key Actions

- **Leverage Experience-** Builds their capability and reduces risk by consistently investigating what has happened previously (internally and externally), before undertaking work. Looks to learn from both successes and failures.
 - **Share Knowledge-** Thinks beyond their own situation to identify others who can benefit from their experience and participates in sharing activities to realize this benefit.
 - **Generate Value-** Continuously looks for opportunities where our experience and expertise can add value to the organization and our clients.
-

2. Client Focus

Definition- Making internal customers and their needs a primary focus of one's actions; developing and sustaining productive professional relationships.

Key Actions

- **Seeks to understand customers-** Actively seeks information to understand customers' circumstances, problems, expectations, and needs.
 - **Educates customers-** Shares information with customers to build their understanding of issues and capabilities.
 - **Builds collaborative relationships-** Builds rapport and cooperative relationships with customers.
 - **Takes action to meet customer needs and concerns-** Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems.
-

Continued on next page

IT Operations, Continued

3. Commitment to Quality **Definition-** Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.

4. Communication **Definition-** Can convey information and ideas through a variety of media to individuals or groups in a manner that helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.

Continued on next page

IT Operations, Continued

5. Continuous Learning

Definition- Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets training needs-** Seeks and uses feedback to identify appropriate training and professional development.
- **Seeks developmental activities-** Identifies and participates in appropriate activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill training needs.
- **Applies knowledge or skill-** Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

Continued on next page

IT Operations, Continued

6. Decision Making

Definition- Identifying and understanding issues and problems. Developing appropriate solutions; taking action that effectively resolves the issue or problem within corporate guidelines.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

7. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
- **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
- **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.

Continued on next page

IT Operations, Continued

8. Technical & Professional Knowledge

Definition- Developing technical and professional skills. Can explain fundamental technical concepts and perform tasks with some assistance or supervision; keeping up with current developments and trends in areas of professional knowledge and skills.

Key Actions

- **Performs tasks-** Demonstrates working knowledge of systems and concepts across a range of generally related technical/specialist areas by performing daily tasks related to job requirements.
 - **Applies Technical Knowledge-** Applies knowledge in standard situations. Knows how and where to get technical assistance. Understands technical terminology and development, Knows when and how to apply a technical skill or procedure.
 - **Maintains technical expertise-** Stays abreast of current developments and trends in all relevant technical/professional knowledge areas.
-

9. Time Management

Definition- Ability to control one's job responsibilities by planning time on priority goals, requirements, and areas of opportunity.

Key Actions

- **Prioritizes-** Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
 - **Makes preparations-** Ensures that required equipment and/or materials are in appropriate locations so that work can be done effectively.
 - **Schedules-** Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts.
 - **Leverages resources-** Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
 - **Stays focused-** Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
-

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IT Operations, Continued

Course Lists

Each member of the IT Operations job family is required to complete the Required Training courses listed on this page. Additionally, there are three areas of specialty that contain additional targeted training. Each employee should take the training in **one** of the following three specialty areas that relate most directly to his or her job responsibilities.

Specialty Areas

1. IT Client Services, IT Service Desk, LAN Administrators & 2nd Line Support roles
2. Asset and Procurement
3. Telecommunications

Finally, there is a list of additional suggested training which is optional for all members of the IT operations job family.

Required Courses

The following courses are required training for **ALL** employees in the IT Operations job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses- All Employees

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Communicating with Power and Confidence	3.0	<u>Adm0114</u>	Communications	
Conquering conflict through communication	3.0	<u>TEAM0214</u>	Communications	
Decision Making	2.0	HMM-14	Decision Making	
Establishing team and Customer Relationships	2.0	<u>cust_01_a03_bs_enus</u>	Client focus	
It's About Time	0.75	sprod005	Time Management	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Planning for Quality	2.0	<u>PROJ0561</u>	Commitment to Quality	
Total Length	14.25 hrs.			

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IT Operations, Continued

1. Specialty Courses

The following courses are additional training for the **IT Client Services, IT Service Desk, LAN Administrators, and 2nd Line Support** roles only. These courses should be completed within two years from the assignment of the curriculum by your manager.

IT Client Services, IT Service Desk, LAN Administrators & 2nd Line Support Roles

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Basic Networking Concepts	1.0	237349 ENG	Technical and Professional Knowledge	
CCNT Local Area Networks v6.0 Part 1	6.0	en_US_87606 ng	Technical and Professional Knowledge	
CCNT Local Area Networks v6.0 Part 2	6.0	en_US_87607 ng	Technical and Professional Knowledge	
CCNT Local Area Networks v6.0 Part 3	8.0	en_US_87608 ng	Technical and Professional Knowledge	
IP Addressing and Subnetting	2.75	218741 ENG	Technical and Professional Knowledge	
LAN Technologies	3.5	218693 ENG	Technical and Professional Knowledge	
Network Security Issues	3.5	67045 ENG	Technical and Professional Knowledge	
Technical Management	1.25	206762 ENG	Technical and Professional Knowledge	
The Fundamentals of Networking	3.5	218678 ENG	Technical and Professional Knowledge	
Total Length	35.50 hrs.			

Continued on next page

IT Operations, Continued

2. Specialty Courses

The following courses are additional training for the **Asset and Procurement** roles only. These courses should be completed within two years from the assignment of the curriculum by your manager.

Asset and Procurement Roles

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
A Guide to Protecting Intellectual Property	1.0	CPDAPBHX1202	Technical and Professional Knowledge	
Choosing Sellers and Administering and Closing Contracts	2.5	PROJ0602	Technical and Professional Knowledge	
E-Business Part 8: Supply Chain Management and E-Procurement	5.0	En_us_16474_ng	Technical and Professional Knowledge	
Introduction to eProcurement for IT commodities	1.5	eProcurement 100	Technical and Professional Knowledge	
Planning Project Procurement and Requesting Seller Responses	2.5	PROJ0601	Technical and Professional Knowledge	
Total Length	12.5 hrs.			

Continued on next page

IT Operations, Continued

3. Specialty Courses

The following courses are additional training for the **Telecommunication** role only. These courses should be completed within two years from the assignment of the curriculum by your manager.

Telecommunication Role

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
3G Communications Systems	1.25	21933	Technical and Professional Knowledge	
CCNT Basic Telecommunications v6 Part 1	8.0	En_us_87601_ng	Technical and Professional Knowledge	
CCNT Basic Telecommunications v6 Part 2	3.0	En_us_87602_ng	Technical and Professional Knowledge	
CCNT Voice Over IP Essential v6	8.0	En_US_87610_ng	Technical and Professional Knowledge	
CISSP Domain Telecommunications and Network Security	3.75	244069	Technical and Professional Knowledge	
Introduction to eProcurement for IT commodities	1.5	eProcurement 100	Technical and Professional Knowledge	
Mobile IP	1.75	211788	Technical and Professional Knowledge	
Telecommunication Essentials	8.75	72123	Technical and Professional Knowledge	
Total Length	36.0 hrs.			

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IT Operations, Continued

Optional Courses

The following course is additional suggested training for employees in the IT Operations job family. This optional course and others in PB University should be reviewed by both the employee and his or her manager to determine applicability. Courses may be taken at any time with manager approval.

Additional Suggested Training Courses (optional)

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Advanced Customization of MS Project 2003	2.5	132661	Technical and Prof. Knowledge	
Advanced Customization of MS Project 2007	2.0	Mo_adpr_a01_dt_enus	Technical and Prof. Knowledge	
Creating & Managing Personal Sites & Searches in SharePoint 2007	2.75	250463	Technical and Prof. Knowledge	
Developing Diagrams with Visio 2003	3.75	Visio-132532	Technical and Prof. Knowledge	
Getting Started With Excel 2007	2.0	Excel_mo_bgex_a01_dt_enus	Technical and Prof. Knowledge	
Getting Started With PowerPoint 2007	2.0	Pp2007-a01	Technical and Prof. Knowledge	
Getting Started With Word 2007	2.0	Word_mo_bgwd_a01_dt_enus	Technical and Prof. Knowledge	
HP AssetEdge Lease Management Demo	2.0	HP-AssetEdge	Technical and Prof. Knowledge	
Introduction to eProcurement for IT commodities	1.5	eProcurement 100	Technical and Prof. Knowledge	
MS Office SharePoint Server 2007 Training	2.0	MSO-SP-Server2007	Technical and Prof. Knowledge	
SharePoint 2007 Essentials	2.75	250450	Technical and Prof. Knowledge	
Total Length	25.25 hrs.			

Network Administration

Introduction The Network Administration job family's primary functions are to install, monitor, troubleshoot and maintain network infrastructure systems. Additional responsibilities include coordination among network administrators and service providers. Some job roles and duties include but are not limited to:

- Asset Management
 - IT Procurement
 - Second line support
-

Competencies This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Overview The following items outline the key competencies of the Network Administration family.

1. Commitment to Quality
 2. Communication
 3. Continuous Learning
 4. Contributing to Team Success
 5. Decision Making
 6. Safety Awareness
 7. Technical/Professional Knowledge
-

Continued on next page

Network Administration, Continued

1. Commitment to Quality **Definition-** Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.

2. Communication **Definition-** Can convey information and ideas through a variety of media to individuals or groups in a manner that helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.

Continued on next page

Network Administration, Continued

3. Continuous Learning

Definition- Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets training needs-** Seeks and uses feedback to identify appropriate training and professional development.
 - **Seeks developmental activities-** Identifies and participates in appropriate activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill training needs.
 - **Applies knowledge or skill-** Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.
-

4. Contributing to Team Success

Definition- Actively participating as a member of a team to move the team toward the completion of goals.

Key Actions

- **Facilitates goal accomplishment-** Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to help the team accomplish its goals.
 - **Involves others-** Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.
 - **Informs others on team-** Shares important or relevant information with the team.
 - **Models commitment-** Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.
-

Continued on next page

Network Administration, Continued

5. Decision Making

Definition- Identifying and understanding issues and problems. Developing appropriate solutions; taking action that effectively resolves the issue or problem within corporate guidelines.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Continued on next page

Network Administration, Continued

6. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
 - **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
 - **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.
-

7. Technical & Professional Knowledge

Definition- Developing technical and professional skills. Can explain fundamental technical concepts and perform tasks with some assistance or supervision; keeping up with current developments and trends in areas of professional knowledge and skills.

Key Actions

- **Performs tasks-** Demonstrates working knowledge of systems and concepts across a range of generally related technical/specialist areas by performing daily tasks related to job requirements.
 - **Applies Technical Knowledge-** Applies knowledge in standard situations. Knows how and where to get technical assistance. Understands technical terminology and development, Knows when and how to apply a technical skill or procedure.
 - **Maintains technical expertise-** Stays abreast of current developments and trends in all relevant technical/professional knowledge areas.
-

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Network Administration, Continued

Required Courses

The following courses are required training for all employees in the Network Administration job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Basic Networking Concepts	1.0	237349_ENG	Tech/Prof. Knowledge	
CCNT Local Area Networks v6.0 Part 1	6.0	en_US_87606_ng	Tech/Prof. Knowledge	
CCNT Local Area Networks v6.0 Part 2	6.0	en_US_87607_ng	Tech/Prof. Knowledge	
CCNT Local Area Networks v6.0 Part 3	8.0	en_US_87608_ng	Tech/Prof. Knowledge	
Communicating with Power and Confidence	3.0	<u>Adm0114</u>	Communications	
Conquering conflict through communication	3.0	<u>TEAM0214</u>	Communications	
Decision Making	2.0	HMM-14	Decision Making	
Establishing Team and Customer Relationships	2.0	cust_01_a03_bs_enus	Contributing to Team Success	
Fault Tolerance and Disaster Recovery	3.0	218762	Tech/Prof. Knowledge	
IP Addressing and Subnetting	2.75	<u>218741_ENG</u>	Tech/Prof. Knowledge	
It's About Time	0.75	sprod005	Time Management	
LAN Technologies	3.5	<u>218693_ENG</u>	Tech/Prof. Knowledge	
Network Security Issues	3.5	<u>67045_ENG</u>	Tech/Prof. Knowledge	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Planning for Quality	2.0	<u>PROJ0561</u>	Commitment to Quality	
Technical Management	1.25	<u>206762 ENG</u>	Tech/Prof. Knowledge	
The Fundamentals of Networking	3.5	<u>218678_ENG</u>	Tech/Prof. Knowledge	
Total Length	52.75 hrs.			

Operating Systems (Infrastructure)

Introduction The Operating Systems job family's work involves the planning, installation, configuration, testing, implementation, and management of the systems environment in support of the organization's IT architecture and business needs.

Competencies This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Overview The following items outline the key competencies of the Operating Systems job family.

1. Client Focus
 2. Commitment to Quality
 3. Communication
 4. Continuous Learning
 5. Decision Making
 6. Safety Awareness
 7. Technical/Professional Knowledge
 8. Time Management
-

Continued on next page

Operating Systems (Infrastructure), Continued

1. Client Focus **Definition-** Making internal customers and their needs a primary focus of one's actions; developing and sustaining productive professional relationships.

Key Actions

- **Seeks to understand customers-** Actively seeks information to understand customers' circumstances, problems, expectations, and needs.
- **Educates customers-** Shares information with customers to build their understanding of issues and capabilities.
- **Builds collaborative relationships-** Builds rapport and cooperative relationships with customers.
- **Takes action to meet customer needs and concerns-** Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems.

2. Commitment to Quality **Definition-** Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.

Continued on next page

Operating Systems (Infrastructure), Continued

3. Communication **Definition-** Can convey information and ideas through a variety of media to individuals or groups in a manner that helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.

4. Continuous Learning

Definition- Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets training needs-** Seeks and uses feedback to identify appropriate training and professional development.
- **Seeks developmental activities-** Identifies and participates in appropriate activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill training needs.
- **Applies knowledge or skill-** Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

Continued on next page

Operating Systems (Infrastructure), Continued

5. Decision Making

Definition- Identifying and understanding issues and problems. Developing appropriate solutions; taking action that effectively resolves the issue or problem within corporate guidelines.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Continued on next page

Operating Systems (Infrastructure), Continued

6. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
 - **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
 - **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.
-

7. Technical & Professional Knowledge

Definition- Developing technical and professional skills. Can explain fundamental technical concepts and perform tasks with some assistance or supervision; keeping up with current developments and trends in areas of professional knowledge and skills.

Key Actions

- **Performs tasks-** Demonstrates working knowledge of systems and concepts across a range of generally related technical/specialist areas by performing daily tasks related to job requirements.
 - **Applies Technical Knowledge-** Applies knowledge in standard situations. Knows how and where to get technical assistance. Understands technical terminology and development, Knows when and how to apply a technical skill or procedure.
 - **Maintains technical expertise-** Stays abreast of current developments and trends in all relevant technical/professional knowledge areas.
-

Continued on next page

Operating Systems (Infrastructure), Continued

8. Time Management

Definition- Ability to control one's job responsibilities by planning time on priority goals, requirements, and areas of opportunity.

Key Actions

- **Prioritizes-** Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
- **Makes preparations-** Ensures that required equipment and/or materials are in appropriate locations so that work can be done effectively.
- **Schedules-** Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts.
- **Leverages resources-** Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- **Stays focused-** Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

Continued on next page

Operating Systems (Infrastructure), Continued

Required Courses

The following courses are required training for all employees in the Operating Systems job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Communicating with Power and Confidence	3.0	<u>Adm0114</u>	Communications	
Conquering conflict through communication	3.0	<u>TEAM0214</u>	Communications	
Decision Making	2.0	HMM-14	Decision Making	
Establishing team and Customer Relationships	2.0	<u>cust_01_a03_bs_enus</u>	Client focus	
Introduction to Cisco Network Management Design Concepts	3.25	108681	Technical and Professional Knowledge	
Introduction to Storage Technology	1.5	240031	Technical and Professional Knowledge	
It's About Time	0.75	sprod005	Time Management	
LAN Technologies	3.5	218693	Technical and Professional Knowledge	
Network Troubleshooting	2.75	218761	Technical and Professional Knowledge	
Networking Fundamentals	2.75	211517	Technical and Professional Knowledge	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Planning and Maintaining a Microsoft Windows Server 2003 Network Infrastructure	1.5	eg_70293	Technical and Professional Knowledge	
Planning for Quality	2.0	<u>PROJ0561</u>	Commitment to Quality	
Planning Implementing and Maintaining Network Infrastructure	3.25	119892	Technical and Professional Knowledge	
Total Length	32.75 hrs.			

Security

Introduction

The Security job family's primary functions are to ensure the confidentiality, integrity, and availability of systems, networks, and data through the planning, analysis, development, implementation, maintenance, and enhancement of information systems security programs, policies, procedures, and tools. Some job roles and duties include but are not limited to:

- Passwords
 - IT Disaster Recovery
 - Equipment Security
 - Lost Equipment
-

Competencies

This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Overview

The following items outline the key competencies of the Security job family.

1. Commitment to Quality
 2. Communication
 3. Continuous Learning
 4. Decision Making
 5. Information Monitoring
 6. Safety Awareness
 7. Technical/Professional Knowledge
-

Continued on next page

Security, Continued

1. Commitment to Quality

Definition- Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.

2. Communication

Definition- Can convey information and ideas through a variety of media to individuals or groups in a manner that helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.

Continued on next page

Security, Continued

3. Continuous Learning

Definition- Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets training needs-** Seeks and uses feedback to identify appropriate training and professional development.
- **Seeks developmental activities-** Identifies and participates in appropriate activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill training needs.
- **Applies knowledge or skill-** Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

Continued on next page

Security, Continued

4. Decision Making

Definition- Identifying and understanding issues and problems. Developing appropriate solutions; taking action that effectively resolves the issue or problem within corporate guidelines.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Continued on next page

Security, Continued

5. Information Monitoring

Definition- Setting up ongoing procedures to collect and review information needed to manage an organization or ongoing activities within it.

Key Actions

- **Identifies monitoring needs-** Determines which processes or areas need to be monitored; identifies what information needs to be obtained.
 - **Develops monitoring systems-** Establishes systems to monitor activities or outputs that are easy to use and that provide timely and pertinent information.
 - **Implements tracking systems-** Effectively puts in place monitoring systems with minimal interruption for other organizational processes.
 - **Reviews data-** Collects and reviews data on a regular basis to determine progress, anticipate needs, and make necessary adjustments to personnel or processes.
-

6. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
 - **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
 - **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.
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Continued on next page

Security, Continued

7. Technical & Professional Knowledge

Definition- Developing technical and professional skills. Can explain fundamental technical concepts and perform tasks with some assistance or supervision; keeping up with current developments and trends in areas of professional knowledge and skills.

Key Actions

- **Performs tasks-** Demonstrates working knowledge of systems and concepts across a range of generally related technical/specialist areas by performing daily tasks related to job requirements.
- **Applies Technical Knowledge-** Applies knowledge in standard situations. Knows how and where to get technical assistance. Understands technical terminology and development, Knows when and how to apply a technical skill or procedure.
- **Maintains technical expertise-** Stays abreast of current developments and trends in all relevant technical/professional knowledge areas.

Continued on next page

Security, Continued

Required Courses

The following courses are required training for all employees in the Security job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Administration	2.75	<u>206535_eng</u>	Technical and Professional Knowledge	
Basic Networking Concepts	1.0	<u>237349_ENG</u>	Technical and Professional Knowledge	
Communicating with Power and Confidence	3.0	<u>Adm0114</u>	Communications	
Conquering conflict through communication	3.0	<u>TEAM0214</u>	Communications	
Decision Making	2.0	HMM-14	Decision Making	
Fault Tolerance and Disaster Recovery	1.75	<u>218762</u>	Technical and Professional Knowledge	
General Security Concepts	6.0	<u>84869</u>	Technical and Professional Knowledge	
Infrastructure Security	7.25	<u>84871_eng</u>	Technical and Professional Knowledge	
Network Security	2.75	<u>218760_eng</u>	Technical and Professional Knowledge	
Networking Security Fundamentals	2.75	<u>211518_eng</u>	Technical and Professional Knowledge	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Operational and Organizational Security	6.0	<u>84873_eng</u>	Technical and Professional Knowledge	
Planning for Quality	2.0	<u>PROJ0561</u>	Commitment to Quality	
Risk, Response, and Recovery	2.25	<u>206537</u>	Technical and Professional Knowledge	
Total Length	44.0 hrs.			

Continued on next page

Security, Continued

Optional Courses

The following courses are additional suggested training for employees in the Security job family. These optional courses and others in PB University should be reviewed by both the employee and his or her manager to determine applicability. Courses may be taken at any time with manager approval.

Additional Suggested Training Courses (optional)

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Designing Security for a Database Server Infrastructure for SQL Server 2005	3.0	<u>236752_eng</u>	Technical and Professional Knowledge	
Disaster Recovery and Server Backups	2.25	<u>222048_eng</u>	Technical and Professional Knowledge	
Introduction to Cisco Security Design Concepts	3.25	<u>108679_eng</u>	Technical and Professional Knowledge	
Managing and Maintaining Database Security in SQL Server 2005	2.5	<u>238510_eng</u>	Technical and Professional Knowledge	
Total Length	11.0 hrs.			

Web Design and Development Services

Introduction The Web Design and Development Services job family's work involves the technical planning, design, development, testing, implementation, and management of Internet, intranet, and extranet solutions, including web based systems/applications development and technical management of Web sites.

Competencies This section provides information about the key competencies for this job family. The competencies should be reviewed annually and employees and managers should evaluate the employee's proficiency level for each competency. Discussion of this evaluation will help identify developmental opportunities for employees.

Overview The following items outline the key competencies of the Web Design and Development Services job family.

1. Client Focus
 2. Commitment to Quality
 3. Communication
 4. Continuous Learning
 5. Decision Making
 6. Safety Awareness
 7. Technical/Professional Knowledge
 8. Time Management
-

Continued on next page

Web Design and Development Services, Continued

1. Client Focus **Definition-** Making internal customers and their needs a primary focus of one's actions; developing and sustaining productive professional relationships.

Key Actions

- **Seeks to understand customers-** Actively seeks information to understand customers' circumstances, problems, expectations, and needs.
 - **Educates customers-** Shares information with customers to build their understanding of issues and capabilities.
 - **Builds collaborative relationships-** Builds rapport and cooperative relationships with customers.
 - **Takes action to meet customer needs and concerns-** Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems.
-

2. Commitment to Quality **Definition-** Accomplishing tasks by considering all areas involved, showing concern for all aspects of the job; accurately checking processes and tasks. Setting high standards of performance for self and others.

Key Actions

- **Follows procedures-** Accurately and carefully follows established procedures for completing work tasks.
 - **Ensures high quality-** Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
 - **Takes action-** Initiates action to correct quality problems or notifies others of quality issues as appropriate.
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Web Design and Development Services, Continued

3. Communication **Definition-** Can convey information and ideas through a variety of media to individuals or groups in a manner that helps them understand and retain the message.

Key Actions

- **Organizes the communication-** Clarifies purpose and importance; stresses major points; follows a logical sequence.
 - **Adjusts to the audience-** Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
 - **Comprehends communication from others-** Attends to messages from others; correctly interprets messages and responds appropriately.
-

4. Continuous Learning

Definition- Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets training needs-** Seeks and uses feedback to identify appropriate training and professional development.
 - **Seeks developmental activities-** Identifies and participates in appropriate activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill training needs.
 - **Applies knowledge or skill-** Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.
-

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Web Design and Development Services, Continued

5. Decision Making

Definition- Identifying and understanding issues and problems. Developing appropriate solutions; taking action that effectively resolves the issue or problem within corporate guidelines.

Key Actions

- **Identifies issues, problems, and opportunities-** Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers information-** Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets information-** Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates alternatives-** Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses appropriate action-** Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to action-** Implements decisions or initiates action within a reasonable time.
- **Involves others-** Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Continued on next page

Web Design and Development Services, Continued

6. Safety Awareness

Definition- Being aware of conditions that affect employee safety.

Key Actions

- **Identifies safety issues and problems-** Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly.
 - **Takes corrective action-** Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
 - **Monitors the corrective action-** Monitors safety or security issues after taking corrective action and ensures continued compliance.
-

7. Technical & Professional Knowledge

Definition- Developing technical and professional skills. Can explain fundamental technical concepts and perform tasks with some assistance or supervision; keeping up with current developments and trends in areas of professional knowledge and skills.

Key Actions

- **Performs tasks-** Demonstrates working knowledge of systems and concepts across a range of generally related technical/specialist areas by performing daily tasks related to job requirements.
 - **Applies Technical Knowledge-** Applies knowledge in standard situations. Knows how and where to get technical assistance. Understands technical terminology and development, Knows when and how to apply a technical skill or procedure.
 - **Maintains technical expertise-** Stays abreast of current developments and trends in all relevant technical/professional knowledge areas.
-

Continued on next page

Web Design and Development Services, Continued

8. Time Management

Definition- Ability to control one's job responsibilities by planning time on priority goals, requirements, and areas of opportunity.

Key Actions

- **Prioritizes-** Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
- **Makes preparations-** Ensures that required equipment and/or materials are in appropriate locations so that work can be done effectively.
- **Schedules-** Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts.
- **Leverages resources-** Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- **Stays focused-** Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

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Web Design and Development Services, Continued

Courses The following courses are required training for all employees in the Web Design and Development Services job family. These courses should be completed within two years from the assignment of the curriculum by your manager.

Required Training Courses

Course Title	Course Length (in hrs.)	Course Code	Competency	Date Completed
Communicating with Power and Confidence	3.0	<u>Adm0114</u>	Communications	
Conquering conflict through communication	3.0	<u>TEAM0214</u>	Communications	
Decision Making	2.0	HMM-14	Decision Making	
Establishing team and Customer Relationships	2.0	<u>cust_01_a03_bs_enus</u>	Client focus	
Introduction to the Features of Flash CS3	2.0	at_fcst_a01_it_enus	Tech. and Prof. (Web Design)	
It's About Time	0.75	sprod005	Time Management	
Java Applets	1.75	212373	Tech. and Prof. (Software Development)	
Java technologies for web services	3.0	110732	Tech. and Prof. (Internet and Network Technologies)	
Office Safety	1.5	OFFSEFV	Safety Awareness	
Planning for Quality	2.0	<u>PROJ0561</u>	Commitment to Quality	
Programming with XHTML 1.1: Basic Concepts	3.5	en_US_86046_ng	Tech. and Prof. (Web Design)	
Setting up a Site and Adding Content in Dreamweaver CS3	2.5	at_dcst_a01_it_enus	Tech. and Prof. (Web Design)	
Web service technologies	3.0	83795	Tech. and Prof. (Software Development)	
Web Services Security	1.5	218851	Tech. and Prof. (Web Design)	
XML Language Basics	4.0	70151	Tech. and Prof. (Software Development)	
Total Length	35.5 hrs.			

Completion Certification

Instructions

This page should be completed when all of the requirements have been successfully met by the employee. Please complete the applicable items in the course completion section below. Then the employee and manager must sign and date this document. A copy of this certification should be kept by the employee and a copy should be filed by his or her manager in their employee's personnel file.

Course Completion

Please complete the information below.

Employee Name: _____

Job Family/Specialty: _____

Date Completed	Description
	ITIL (V3) Certification Courses and Exam
	All Required Training Courses

Employee Signature

I have successfully completed that items indicated above.

Employee Signature

Date

Manager Signature

I have reviewed the transcript and other supporting documentation and certify that the requirements have been successfully met by the employee listed above.

Manager Signature

Date