

**VA OI&T Competency Model Reference Guide**

Developed for:

IT Workforce Development, Office of Information Technology

Department of Veterans Affairs

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Introduction

VA Office of Information and Technology’s (OI&T) competency models support a streamlined, data-driven approach to professional development. The purpose of the OI&T competency models is to identify a common set of focus areas in the development of role-specific skills and abilities. Customized competency model profiles establish a baseline to assist OI&T employees in their continued professional development and career enhancement. The competency models also provide a valuable foundation for employee/supervisor discussions about training plans and drive electronic Individual Development Plan (eIDP) development.

This document is structured in two parts:

**Part I: VA OI&T Competency Models** presents the twenty-five role-specific OI&T competency models in existence as of October 2014. Each table displays one model and indicates the names of the profiles within the model (Column Headers) and the VA Core, VA Leadership, and Technical competencies that are included in each profile within the model. For reference:

* **VA Core competencies** are applicable to all OI&T employees and exist in every OI&T competency profile.
* **VA Leadership competencies** apply to anyone with a responsibility for managing others or who may be developing towards a management role.
* **Technical competencies** are role-specific. Each competency profile contains only a subset of OI&T’s Technical competencies that have been identified as important for the role.

Each OI&T employee is assigned to one competency profile and completes a competency self assessment against his or her own unique set of competencies.

**Part II: Competency Definitions and Behavioral Examples** presents detailed definitions for each competency. These definitions include example behaviors to describe how OI&T employees might demonstrate their proficiency in each competency. These examples are intended to supplement competency proficiency descriptions in the Talent Management Systems (TMS) and may be used to help employees and supervisors to validate self assessment ratings.

Part I: VA OI&T Competency Models

Top Cylinder: Role Specific Models, Supervisor Model, Core Competency Model.
2nd Cylinder: Talent Management System.
3rd Cylinder: Learning Events include VA IT Campus, Web-based Training, Books, Instructor-led Training, Certifications, Webinars, Videos, Mentoring Forums.
4th Cylinder: Competencies and Proficiencies.
5th Cylinder: Position Descriptions.

Core and Core Supervisor Competency Model

| **OI&T Core and Core Supervisor Competency Profiles** | | | |
| --- | --- | --- | --- |
|  | **OI&T Core** | | **OI&T Core Supervisor** |
| **VA Core Competencies** | | |  |
| **Analytical Reasoning** | |  |  |
| **Communications** | |  |  |
| **Conflict Management** | |  |  |
| **Customer Service** | |  |  |
| **Flexibility** | |  |  |
| **Information Assurance** | |  |  |
| **Integrity/Honesty** | |  |  |
| **Interpersonal Skills** | |  |  |
| **Organizational Awareness** | |  |  |
| **Problem Solving** | |  |  |
| **Self-Management** | |  |  |
| **Strategic Thinking** | |  |  |
| **Teamwork** | |  |  |
| **Veterans Service Motivation** | |  |  |
| **VA Leadership Competencies** | | |  |
| **Accountability** | | N/A\* |  |
| **Developing Others** | | N/A |  |
| **Entrepreneurship** | | N/A |  |
| **Financial Management** | | N/A |  |
| **Human Capital Management** | | N/A |  |
| **Leveraging Diversity** | | N/A |  |
| **Partnering** | | N/A |  |
| **Political Savvy** | | N/A |  |
| **Technology Management** | | N/A |  |

\*Not Applicable = not applicable to this profile

Administrative/Clerical Competency Model

| **Administrative/Clerical** **Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Junior Administrative/**  **Clerical** | **OI&T Senior Administrative/**  **Clerical** | **OI&T Senior Supervisor**  **Administrative/**  **Clerical** |
| **VA Core Competencies** | | | |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** | | | |
| **Accountability** | N/A | N/A |  |
| **Developing Others** | N/A | N/A |  |
| **Entrepreneurship** | N/A | N/A |  |
| **Financial Management** | N/A | N/A |  |
| **Human Capital Management** | N/A | N/A |  |
| **Leveraging Diversity** | N/A | N/A |  |
| **Partnering** | N/A | N/A |  |
| **Political Savvy** | N/A | N/A |  |
| **Technology Management** | N/A | N/A |  |
| **Technical Competencies** | | | |
| **Administrative Support** |  |  |  |
| **Information Management** |  |  |  |
| **Planning & Organizing** |  |  |  |
| **Process Oversight Management** |  |  |  |
| **Technical Documentation** |  |  |  |

Customer Support Competency Model

| **Customer Support Competency Profiles** | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Competency** | **OI&T Service Desk** | **OI&T Intermediate Customer Support** | **OI&T Advanced Customer Support** | **OI&T Advanced Product Support** | **OI&T Senior Customer Support Lead** |
| **VA Core Competencies** | | | | | |
| **Analytical Reasoning** |  |  |  |  |  |
| **Communications** |  |  |  |  |  |
| **Conflict Management** |  |  |  |  |  |
| **Customer Service** |  |  |  |  |  |
| **Flexibility** |  |  |  |  |  |
| **Information Assurance** |  |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |  |
| **Problem Solving** |  |  |  |  |  |
| **Self-Management** |  |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |  |
| **Teamwork** |  |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |  |
| **VA Leadership Competencies** | | | | | |
| **Accountability** | N/A | N/A |  |  |  |
| **Developing Others** | N/A | N/A |  |  |  |
| **Entrepreneurship** | N/A | N/A |  |  |  |
| **Financial Management** | N/A | N/A |  |  |  |
| **Human Capital Management** | N/A | N/A |  |  |  |
| **Leveraging Diversity** | N/A | N/A |  |  |  |
| **Partnering** | N/A | N/A |  |  |  |
| **Political Savvy** | N/A | N/A |  |  |  |
| **Technology Management** | N/A | N/A |  |  |  |
| **Technical Competencies** | | | | | |
| **Capacity Management** |  |  |  |  |  |
| **Computer Languages** | N/A |  |  |  |  |
| **Computers and Electronics** |  |  |  |  |  |
| **Configuration Management** |  |  |  |  |  |
| **Data Management** |  |  |  |  |  |
| **Database Administration** |  |  |  |  |  |
| **Database Management Systems** |  |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |  |
| **Encryption** |  |  |  |  |  |
| **Hardware** |  |  |  |  |  |
| **Information Management** |  |  |  |  |  |
| **Information Systems/ Network Security** |  |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |  |
| **Infrastructure Design** |  |  |  |  |  |
| **Network Management** |  |  |  |  |  |
| **Operating Systems** |  |  |  |  |  |
| **Operations Support** |  |  |  |  |  |
| **Process Control** |  |  |  |  |  |
| **Project Management** |  |  |  |  |  |
| **Quality Assurance** |  |  |  |  |  |
| **Response Management** |  |  |  |  |  |
| **Software Engineering** | N/A | N/A | N/A |  | N/A |
| **Systems Integration** |  |  |  |  |  |
| **Technical Documentation** |  |  |  |  |  |
| **Technology Application** |  |  |  |  |  |
| **Telecommunications** |  |  |  |  |  |
| **Web Technology** |  |  |  |  |  |

Data Manager Competency Model

| **Data Manager Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T Operational Frontline Data Manager** | **OI&T Operational Lead Data Manager** | **OI&T Development Frontline Data Manager** | **OI&T Development Lead Data Manager** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A |  | N/A |  |
| **Developing Others** | N/A |  | N/A |  |
| **Entrepreneurship** | N/A |  | N/A |  |
| **Financial Management** | N/A |  | N/A |  |
| **Human Capital Management** | N/A |  | N/A |  |
| **Leveraging Diversity** | N/A |  | N/A |  |
| **Partnering** | N/A |  | N/A |  |
| **Political Savvy** | N/A |  | N/A |  |
| **Technology Management** | N/A |  | N/A |  |
| **Technical Competencies** | | | | |
| **Capacity Management** |  |  |  |  |
| **Computer Languages** |  |  |  |  |
| **Contracting/Procurement** |  |  |  |  |
| **Data Management** |  |  |  |  |
| **Database Administration** |  |  |  |  |
| **Database Management Systems** |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |
| **Encryption** |  |  |  |  |
| **Information Management** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Information Technology Performance Assessment** |  |  |  |  |
| **Knowledge Management** |  |  |  |  |
| **Logical Systems Design** |  |  |  |  |
| **Mathematical Analysis** |  |  |  |  |
| **Object-Oriented Technology** |  |  |  |  |
| **Operating Systems** |  |  |  |  |
| **Operations Support** |  |  |  |  |
| **Process Control** |  |  |  |  |
| **Product Evaluation** |  |  |  |  |
| **Project Management** |  |  |  |  |
| **Quality Assurance** |  |  |  |  |
| **Requirements Analysis** |  |  |  |  |
| **Software Engineering** |  |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Technical Documentation** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Web Technology** |  |  |  |  |

Enterprise Architect Competency Model

| **Enterprise Architect Competency Profiles** | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Competency** | **OI&T Intermediate Enterprise Architect** | **OI&T Senior Enterprise Architect** | **OI&T Junior Solutions Architect / Engineer** | **OI&T Intermediate Solutions Architect / Engineer** | **OI&T Senior Solutions Architect / Engineer** |
| **VA Core Competencies** | | | | | |
| **Analytical Reasoning** |  |  |  |  |  |
| **Communications** |  |  |  |  |  |
| **Conflict Management** |  |  |  |  |  |
| **Customer Service** |  |  |  |  |  |
| **Flexibility** |  |  |  |  |  |
| **Information Assurance** |  |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |  |
| **Problem Solving** |  |  |  |  |  |
| **Self-Management** |  |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |  |
| **Teamwork** |  |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |  |
| **VA Leadership Competencies** | | | | | |
| **Accountability** |  |  |  |  |  |
| **Developing Others** |  |  | N/A |  |  |
| **Entrepreneurship** |  |  | N/A |  |  |
| **Financial Management** |  |  | N/A |  |  |
| **Human Capital Management** |  |  | N/A |  |  |
| **Leveraging Diversity** |  |  | N/A |  |  |
| **Partnering** |  |  | N/A |  |  |
| **Political Savvy** |  |  | N/A |  |  |
| **Technology Management** |  |  |  |  |  |
| **Technical Competencies** | | | | | |
| **508 Accessibility** |  |  |  |  |  |
| **Architecture Frameworks** |  |  |  |  |  |
| **Business Process Reengineering** |  |  |  |  |  |
| **Compliance** |  |  |  |  |  |
| **Configuration Management** |  |  |  |  |  |
| **Cost-Benefit Analysis** |  |  |  |  |  |
| **Data Management** |  |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |  |
| **Enterprise Architecture** |  |  |  |  |  |
| **Enterprise Architecture Administration** |  |  |  |  |  |
| **Information Management** |  |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |  |
| **Infrastructure Design** |  |  |  |  |  |
| **Knowledge Management** |  |  |  |  |  |
| **Logical Systems Design** |  |  |  |  |  |
| **Modeling and Simulation** |  |  |  |  |  |
| **Operating Systems** |  |  |  |  |  |
| **Organizational Development** |  |  |  |  |  |
| **Product Evaluation** |  |  |  |  |  |
| **Project Management** |  |  |  |  |  |
| **Regulations and Policy** |  |  |  |  |  |
| **Requirements Analysis** |  |  |  |  |  |
| **Software Engineering** |  |  |  |  |  |
| **Stakeholder Management** |  |  |  |  |  |
| **Systems Integration** |  |  |  |  |  |
| **Systems Life Cycle** |  |  |  |  |  |
| **Technical Documentation** |  |  |  |  |  |
| **Technology Application** |  |  |  |  |  |
| **Testing and Evaluation** |  |  |  |  |  |
| **Web Technology** |  |  |  |  |  |

Financial Management Competency Model

| **Financial Management Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T Junior Financial Management** | **OI&T Mid Financial Management** | **OI&T Advanced Financial Management** | **OI&T Senior Financial Management** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A | N/A |  |  |
| **Developing Others** | N/A | N/A |  |  |
| **Entrepreneurship** | N/A | N/A |  |  |
| **Financial Management** |  |  |  |  |
| **Human Capital Management** | N/A | N/A |  |  |
| **Leveraging Diversity** | N/A | N/A |  |  |
| **Partnering** | N/A | N/A |  |  |
| **Political Savvy** | N/A | N/A |  |  |
| **Technology Management** | N/A | N/A |  |  |
| **Technical Competencies** | | | | |
| **Accounting Principles and Operations** |  |  |  |  |
| **Cost-Benefit Analysis** |  |  |  |  |
| **Federal Budget Management** |  |  |  |  |
| **Financial Analysis** |  |  |  |  |
| **Financial Systems** |  |  |  |  |
| **Regulations and Policy** |  |  |  |  |

Information Security Competency Model

| **Information Security Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T New ISO** | **OI&T Facility ISO /**  **Information Security** | **OI&T Network ISO /**  **Information Security Supervisor** | **OI&T Regional ISO** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A | N/A |  |  |
| **Developing Others** | N/A | N/A |  |  |
| **Entrepreneurship** | N/A | N/A |  |  |
| **Financial Management** | N/A | N/A |  |  |
| **Human Capital Management** | N/A | N/A |  |  |
| **Leveraging Diversity** | N/A | N/A |  |  |
| **Partnering** | N/A | N/A |  |  |
| **Political Savvy** |  |  |  |  |
| **Technology Management** |  |  |  |  |
| **Technical Competencies** | | | | |
| **508 Accessibility** |  |  |  |  |
| **Compliance** |  |  |  |  |
| **Computer Forensics** |  |  |  |  |
| **Contracting/Procurement** |  |  |  |  |
| **Electronic Commerce (E-Commerce)** |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |
| **Encryption** |  |  |  |  |
| **Incident Management** |  |  |  |  |
| **Information Management** |  |  |  |  |
| **Information Systems Security Certification** |  |  |  |  |
| **Information Systems/Network Security** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Network Management** |  |  |  |  |
| **Project Management** |  |  |  |  |
| **Public Safety and Security** |  |  |  |  |
| **Risk Management** |  |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Web Technology** |  |  |  |  |

Internet Competency Model

| **Internet Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Entry Internet** | **OI&T Intermediate Internet** | **OI&T Advanced Internet** |
| **VA Core Competencies** | | | |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** | | | |
| **Accountability** | N/A | N/A |  |
| **Developing Others** | N/A | N/A |  |
| **Entrepreneurship** | N/A | N/A |  |
| **Financial Management** | N/A | N/A |  |
| **Human Capital Management** | N/A | N/A |  |
| **Leveraging Diversity** | N/A | N/A |  |
| **Partnering** | N/A | N/A |  |
| **Political Savvy** | N/A | N/A |  |
| **Technology Management** | N/A | N/A |  |
| **Technical Competencies** | | | |
| **508 Accessibility** |  |  |  |
| **Computer Languages** |  |  |  |
| **Database Administration** |  |  |  |
| **Database Management Systems** |  |  |  |
| **Data Management** |  |  |  |
| **Emerging Technologies** |  |  |  |
| **Human Factors Engineering** |  |  |  |
| **Information Management** |  |  |  |
| **Information Systems/Network Security** |  |  |  |
| **Information Technology Architecture** |  |  |  |
| **IT Performance Assessment** |  |  |  |
| **Infrastructure Design** |  |  |  |
| **Knowledge Management** |  |  |  |
| **Multimedia Technologies** |  |  |  |
| **Operating Systems** |  |  |  |
| **Operations Support** |  |  |  |
| **Product Evaluation** |  |  |  |
| **Project Management** |  |  |  |
| **Quality Assurance** |  |  |  |
| **Requirements Analysis** |  |  |  |
| **Software Engineering** |  |  |  |
| **Systems Integration** |  |  |  |
| **Technical Documentation** |  |  |  |
| **Technology Application** |  |  |  |
| **Web Development** |  |  |  |

IT Competency Manager & Implementation/Planner Competency Model

| **IT Competency Manager & Implementation/Planner Competency Profiles** | | |
| --- | --- | --- |
| **Competency** | **OI&T Implementation/Planner** | **OI&T Competency Manager** |
| **VA Core Competencies** | | |
| **Analytical Reasoning** |  |  |
| **Communications** |  |  |
| **Conflict Management** |  |  |
| **Customer Service** |  |  |
| **Flexibility** |  |  |
| **Information Assurance** |  |  |
| **Integrity/Honesty** |  |  |
| **Interpersonal Skills** |  |  |
| **Organizational Awareness** |  |  |
| **Problem Solving** |  |  |
| **Self-Management** |  |  |
| **Strategic Thinking** |  |  |
| **Teamwork** |  |  |
| **Veterans Service Motivation** |  |  |
| **VA Leadership Competencies** | | |
| **Accountability** |  |  |
| **Developing Others** |  |  |
| **Entrepreneurship** |  |  |
| **Financial Management** |  |  |
| **Human Capital Management** |  |  |
| **Leveraging Diversity** |  |  |
| **Partnering** |  |  |
| **Political Savvy** |  |  |
| **Technology Management** |  |  |
| **Technical Competencies** | | |
| **508 Accessibility** |  |  |
| **Acquisition Strategy** |  |  |
| **Business Process Reengineering** |  |  |
| **Capital Planning and Investment Assessment** |  |  |
| **Change Management** |  |  |
| **Compliance** |  |  |
| **Configuration Management** |  |  |
| **Contracting/Procurement** |  |  |
| **Cost-Benefit Analysis** |  |  |
| **Data Management** |  |  |
| **Emerging Technologies** |  |  |
| **Enterprise Architecture** | N/A |  |
| **Financial Analysis** |  |  |
| **Information Management** |  |  |
| **Information Resources Strategy and Planning** |  |  |
| **Information Systems/Network Security** |  |  |
| **Information Technology Performance Assessment** |  |  |
| **Information Technology Program Management** |  |  |
| **Operations Support** |  |  |
| **Project Management** |  |  |
| **Quality Assurance** |  |  |
| **Regulations and Policy** | N/A |  |
| **Requirements Analysis** |  |  |
| **Risk Management** |  |  |
| **Stakeholder Management** |  |  |
| **Systems Integration** |  |  |
| **Systems Life Cycle** |  |  |
| **Technical Documentation** |  |  |
| **Technology Application** |  |  |

IT Program Manager Competency Model

| **IT Program Manager Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Entry IT Program Manager** | **OI&T Mid IT Program Manager** | **OI&T Senior IT Program Manager** |
| **VA Core Competencies** | | | |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** | | | |
| **Accountability** |  |  |  |
| **Developing Others** |  |  |  |
| **Entrepreneurship** |  |  |  |
| **Financial Management** |  |  |  |
| **Human Capital Management** |  |  |  |
| **Leveraging Diversity** |  |  |  |
| **Partnering** |  |  |  |
| **Political Savvy** |  |  |  |
| **Technology Management** |  |  |  |
| **Technical Competencies** | | | |
| **508 Accessibility** |  |  |  |
| **Acquisition Strategy** |  |  |  |
| **Business Process Reengineering** |  |  |  |
| **Capital Planning and Investment Assessment** |  |  |  |
| **Change Management** |  |  |  |
| **Compliance** |  |  |  |
| **Configuration Management** |  |  |  |
| **Contracting/Procurement** |  |  |  |
| **Cost-Benefit Analysis** |  |  |  |
| **Data Management** |  |  |  |
| **Emerging Technologies** |  |  |  |
| **Enterprise Architecture** |  |  |  |
| **Financial Analysis** |  |  |  |
| **Information Management** |  |  |  |
| **Information Resources Strategy and Planning** |  |  |  |
| **Information Systems/Network Security** |  |  |  |
| **Information Technology Performance Assessment** |  |  |  |
| **Information Technology Program Management** |  |  |  |
| **Operations Support** |  |  |  |
| **Product Evaluation** |  |  |  |
| **Project Management** |  |  |  |
| **Quality Assurance** |  |  |  |
| **Regulations and Policy** |  |  |  |
| **Requirements Analysis** |  |  |  |
| **Risk Management** |  |  |  |
| **Stakeholder Management** |  |  |  |
| **Systems Life Cycle** |  |  |  |

IT Project Manager Competency Model

| **IT Project Manager Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Entry IT Project Manager** | **OI&T Mid IT Project Manager** | **OI&T Senior IT Project Manager** |
| **VA Core Competencies** | | | |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** | | | |
| **Accountability** | N/A |  |  |
| **Developing Others** | N/A |  |  |
| **Entrepreneurship** | N/A |  |  |
| **Financial Management** |  |  |  |
| **Human Capital Management** | N/A |  |  |
| **Leveraging Diversity** | N/A |  |  |
| **Partnering** | N/A |  |  |
| **Political Savvy** | N/A |  |  |
| **Technology Management** | N/A |  |  |
| **Technical Competencies** | | | |
| **Acquisition Strategy** |  |  |  |
| **Business Process Reengineering** |  |  |  |
| **Capital Planning and Investment Assessment** |  |  |  |
| **Change Management** |  |  |  |
| **Configuration Management** |  |  |  |
| **Contracting/Procurement** |  |  |  |
| **Cost-Benefit Analysis** |  |  |  |
| **Emerging Technologies** |  |  |  |
| **Enterprise Architecture** |  |  |  |
| **Information Management** |  |  |  |
| **Information Resources Strategy and Planning** |  |  |  |
| **Information Systems/Network Security** |  |  |  |
| **Information Technology Architecture** |  |  |  |
| **Information Technology Program Management** |  |  |  |
| **Operating Systems** |  |  |  |
| **Product Evaluation** |  |  |  |
| **Project Management** |  |  |  |
| **Quality Assurance** |  |  |  |
| **Regulations and Policy** |  |  |  |
| **Requirements Analysis** |  |  |  |
| **Risk Management** |  |  |  |
| **Software Engineering** |  |  |  |
| **Stakeholder Management** |  |  |  |
| **Systems Integration** |  |  |  |
| **Technical Documentation** |  |  |  |
| **Technology Application** |  |  |  |
| **Testing and Evaluation** |  |  |  |

IT Specialist Intern Competency Model

| **IT Specialist Intern Competency Profiles** | | |
| --- | --- | --- |
| **Competency** | **OI&T Entry IT Specialist Intern** | **OI&T Intermediate IT Specialist Intern** |
| **VA Core Competencies** | | |
| **Analytical Reasoning** |  |  |
| **Communications** |  |  |
| **Conflict Management** |  |  |
| **Customer Service** |  |  |
| **Flexibility** |  |  |
| **Information Assurance** |  |  |
| **Integrity/Honesty** |  |  |
| **Interpersonal Skills** |  |  |
| **Organizational Awareness** |  |  |
| **Problem Solving** |  |  |
| **Self-Management** |  |  |
| **Strategic Thinking** |  |  |
| **Teamwork** |  |  |
| **Veterans Service Motivation** |  |  |
| **VA Leadership Competencies** | | |
| **Accountability** | N/A | N/A |
| **Developing Others** | N/A | N/A |
| **Entrepreneurship** | N/A | N/A |
| **Financial Management** | N/A | N/A |
| **Human Capital Management** | N/A | N/A |
| **Leveraging Diversity** | N/A | N/A |
| **Partnering** | N/A | N/A |
| **Political Savvy** | N/A | N/A |
| **Technology Management** | N/A | N/A |
| **Technical Competencies** | | |
| **Computer Languages** |  |  |
| **Computers and Electronics** |  |  |
| **Configuration Management** |  |  |
| **Database Administration** |  |  |
| **Emerging Technologies** |  |  |
| **Hardware** |  |  |
| **Information Management** |  |  |
| **Information Resources Strategy and Planning** |  |  |
| **Information Systems/Network Security** |  |  |
| **Information Technology Architecture** |  |  |
| **Infrastructure Design** |  |  |
| **Network Management** |  |  |
| **Operating Systems** |  |  |
| **Operations Support** |  |  |
| **Requirements Analysis** |  |  |
| **Software Engineering** |  |  |
| **Technical Documentation** |  |  |
| **Telecommunications** |  |  |
| **Web Technology** |  |  |

IT Workforce Development Competency Model

| **ITWD Competency Profiles** | | |
| --- | --- | --- |
| **Competency** | **OI&T ITWD Operations** | **OI&T ITWD Lead** |
| **VA Core Competencies** | | |
| **Analytical Reasoning** |  |  |
| **Communications** |  |  |
| **Conflict Management** |  |  |
| **Customer Service** |  |  |
| **Flexibility** |  |  |
| **Information Assurance** |  |  |
| **Integrity/Honesty** |  |  |
| **Interpersonal Skills** |  |  |
| **Organizational Awareness** |  |  |
| **Problem Solving** |  |  |
| **Self-Management** |  |  |
| **Strategic Thinking** |  |  |
| **Teamwork** |  |  |
| **Veterans Service Motivation** |  |  |
| **VA Leadership Competencies** | | |
| **Accountability** | N/A |  |
| **Developing Others** |  |  |
| **Entrepreneurship** | N/A |  |
| **Financial Management** | N/A |  |
| **Human Capital Management** | N/A |  |
| **Leveraging Diversity** | N/A |  |
| **Partnering** | N/A |  |
| **Political Savvy** | N/A |  |
| **Technology Management** | N/A |  |
| **Technical Competencies** | | |
| **508 Accessibility** |  |  |
| **Computer Languages** |  |  |
| **Education and Training** |  |  |
| **Emerging Technologies** |  |  |
| **Project Management** |  |  |
| **Technical Documentation** |  |  |
| **Technology Application** |  |  |
| **Web Development** |  |  |

Management/Program Analyst Competency Model

| **Management/Program Analyst Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Entry Management/Program Analyst** | **OI&T Intermediate Management/Program Analyst** | **OI&T Senior Management/Program Analyst** |
| **VA Core Competencies** | | | |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** | | | |
| **Accountability** | N/A | N/A |  |
| **Developing Others** | N/A | N/A |  |
| **Entrepreneurship** | N/A | N/A |  |
| **Financial Management** | N/A | N/A |  |
| **Human Capital Management** | N/A | N/A |  |
| **Leveraging Diversity** | N/A | N/A |  |
| **Partnering** | N/A | N/A |  |
| **Political Savvy** | N/A | N/A |  |
| **Technology Management** | N/A | N/A |  |
| **Technical Competencies** | | | |
| **Data Analysis** |  |  |  |
| **Change Management** |  |  |  |
| **Consulting** |  |  |  |
| **Financial Analysis** |  |  |  |
| **Regulations and Policy** |  |  |  |
| **Planning & Organizing** |  |  |  |
| **Process Oversight Management** |  |  |  |
| **Project Management** |  |  |  |

Network Administrator Competency Model

| **Network Administrator Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T Entry Network Administrator** | **OI&T Intermediate Network Administrator** | **OI&T Advanced Network Administrator** | **OI&T Expert Network Administrator** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** | N/A |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A | N/A |  |  |
| **Developing Others** | N/A |  |  |  |
| **Entrepreneurship** | N/A | N/A |  |  |
| **Financial Management** | N/A | N/A |  |  |
| **Human Capital Management** | N/A | N/A |  |  |
| **Leveraging Diversity** | N/A | N/A |  |  |
| **Partnering** | N/A | N/A |  |  |
| **Political Savvy** | N/A | N/A |  |  |
| **Technology Management** | N/A | N/A |  |  |
| **Technical Competencies** | | | | |
| **Capacity Management** | N/A |  |  |  |
| **Configuration Management** | N/A |  |  |  |
| **Contracting/Procurement** | N/A | N/A |  |  |
| **Emerging Technologies** | N/A |  |  |  |
| **Encryption** |  |  |  |  |
| **Engineering and Technology** | N/A |  |  |  |
| **Hardware** |  |  |  |  |
| **Information Management** |  |  |  |  |
| **Information Resources Strategy and Planning** | N/A |  |  |  |
| **Information Systems/Network Security** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Information Technology Performance Assessment** | N/A |  |  |  |
| **Infrastructure Design** |  |  |  |  |
| **Mathematical Analysis** |  |  |  |  |
| **Multimedia Technologies** | N/A |  |  |  |
| **Network Management** |  |  |  |  |
| **Operating Systems** |  |  |  |  |
| **Operations Support** | N/A |  |  |  |
| **Project Management** | N/A |  |  |  |
| **Quality Assurance** |  |  |  |  |
| **Requirements Analysis** | N/A |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Telecommunications** |  |  |  |  |
| **Testing and Evaluation** | N/A |  |  |  |

Network and Security Operations Center (NSOC) Competency Model

| **NSOC Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T Entry Cybersecurity Specialist** | **OI&T Intermediate Cybersecurity Specialist** | **OI&T Advanced Cybersecurity Specialist** | **OI&T Tech Lead Cybersecurity Specialist** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A |  |  |  |
| **Developing Others** | N/A |  |  |  |
| **Entrepreneurship** | N/A | N/A |  |  |
| **Financial Management** | N/A | N/A |  |  |
| **Human Capital Management** | N/A | N/A |  |  |
| **Leveraging Diversity** | N/A | N/A |  |  |
| **Partnering** | N/A | N/A |  |  |
| **Political Savvy** | N/A | N/A |  |  |
| **Technology Management** |  |  |  |  |
| **Technical Competencies** | | | | |
| **508 Accessibility** |  |  |  |  |
| **Compliance** |  |  |  |  |
| **Computer Forensics** |  |  |  |  |
| **Computer Languages** |  |  |  |  |
| **Contracting/Procurement** | N/A | N/A |  |  |
| **Emerging Technologies** |  |  |  |  |
| **Encryption** |  |  |  |  |
| **Enterprise Network Defense** |  |  |  |  |
| **Hardware** |  |  |  |  |
| **Incident Management** |  |  |  |  |
| **Information Management** |  |  |  |  |
| **Information Systems Security Certification** |  |  |  |  |
| **Information Systems/Network Security** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Infrastructure Design** |  |  |  |  |
| **Mathematical Analysis** |  |  |  |  |
| **Operating Systems** |  |  |  |  |
| **Operations Support** |  |  |  |  |
| **Product Evaluation** |  |  |  |  |
| **Project Management** |  |  |  |  |
| **Quality Assurance** |  |  |  |  |
| **Risk Management** |  |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Systems Life Cycle** |  |  |  |  |
| **Technical Documentation** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Testing and Evaluation** |  |  |  |  |
| **Vulnerabilities Assessment** |  |  |  |  |
| **Web Technology** |  |  |  |  |

Operating Systems Competency Model

| **Operating Systems Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Entry Operating Systems** | **OI&T Intermediate Operating Systems** | **OI&T Advanced Operating Systems** |
| **VA Core Competencies** | | | |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** | | | |
| **Accountability** | N/A |  |  |
| **Developing Others** | N/A |  |  |
| **Entrepreneurship** | N/A |  |  |
| **Financial Management** | N/A |  |  |
| **Human Capital Management** | N/A | N/A |  |
| **Leveraging Diversity** | N/A |  |  |
| **Partnering** | N/A |  |  |
| **Political Savvy** | N/A |  |  |
| **Technology Management** | N/A |  |  |
| **Technical Competencies** | | | |
| **Computer Languages** |  |  |  |
| **Configuration Management** |  |  |  |
| **Database Management Systems** |  |  |  |
| **Distributed Systems** |  |  |  |
| **Emerging Technologies** |  |  |  |
| **Hardware** |  |  |  |
| **Information Technology Architecture** |  |  |  |
| **Information Technology Performance Assessment** |  |  |  |
| **Object-Oriented Technology** |  |  |  |
| **Operating Systems** |  |  |  |
| **Operations Support** |  |  |  |
| **Product Evaluation** |  |  |  |
| **Project Management** |  |  |  |
| **Quality Assurance** |  |  |  |
| **Requirements Analysis** |  |  |  |
| **Software Engineering** |  |  |  |
| **Systems Integration** |  |  |  |
| **Technical Documentation** |  |  |  |
| **Testing and Evaluation** |  |  |  |

Policy and Planning Competency Model

| **Policy and Planning (CIO) Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Facility CIO / OI&T Policy and Planning** | **OI&T Network CIO** | **OI&T Regional CIO** |
| **VA Core Competencies** |  |  |  |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** |  |  |  |
| **Accountability** |  |  |  |
| **Developing Others** |  |  |  |
| **Entrepreneurship** |  |  |  |
| **Financial Management** |  |  |  |
| **Human Capital Management** |  |  |  |
| **Leveraging Diversity** |  |  |  |
| **Partnering** |  |  |  |
| **Political Savvy** |  |  |  |
| **Technology Management** |  |  |  |
| **Technical Competencies** |  |  |  |
| **Business Process Reengineering** |  |  |  |
| **Capital Planning and Investment Assessment** |  |  |  |
| **Computers and Electronics** |  |  |  |
| **Contracting/Procurement** |  |  |  |
| **Cost-Benefit Analysis** |  |  |  |
| **Education and Training** |  |  |  |
| **Emerging Technologies** |  |  |  |
| **Information Management** |  |  |  |
| **Information Resources Strategy and Planning** |  |  |  |
| **Information Systems/Network Security** |  |  |  |
| **Infrastructure Design** |  |  |  |
| **IT Performance Assessment** |  |  |  |
| **Knowledge Management** |  |  |  |
| **Organizational Development** |  |  |  |
| **Project Management** |  |  |  |
| **Public Safety and Security** |  |  |  |
| **Regulations and Policy** |  |  |  |
| **Requirements Analysis** |  |  |  |
| **Systems Life Cycle** |  |  |  |
| **Technology Application** |  |  |  |
| **Telecommunications** |  |  |  |

Software Developer Competency Model

| **Software Developer Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T Entry Software Developer** | **OI&T Intermediate Software Developer** | **OI&T Full Performance Software Developer** | **OI&T Senior Expert Software Developer** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A | N/A | N/A |  |
| **Developing Others** | N/A | N/A |  |  |
| **Entrepreneurship** | N/A | N/A | N/A |  |
| **Financial Management** | N/A | N/A | N/A |  |
| **Human Capital Management** | N/A | N/A | N/A |  |
| **Leveraging Diversity** | N/A | N/A | N/A |  |
| **Partnering** | N/A | N/A | N/A |  |
| **Political Savvy** | N/A | N/A | N/A |  |
| **Technology Management** | N/A | N/A | N/A |  |
| **Technical Competencies** | | | | |
| **508 Accessibility** |  |  |  |  |
| **Computer Languages** |  |  |  |  |
| **Configuration Management** |  |  |  |  |
| **Data Handling** |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Object-Oriented Technology** |  |  |  |  |
| **Operating Systems** |  |  |  |  |
| **Project Management** |  |  |  |  |
| **Requirements Analysis** |  |  |  |  |
| **Software Engineering** |  |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Technical Documentation** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Testing and Evaluation** |  |  |  |  |
| **Web Development** |  |  |  |  |

Software Quality Assurance Competency Model

| **Software Quality Assurance Competency Profiles** | | | |
| --- | --- | --- | --- |
| **Competency** | **OI&T Software Quality Assurance** | **OI&T Mid Software Quality Assurance** | **OI&T Senior Software Quality Assurance** |
| **VA Core Competencies** | | | |
| **Analytical Reasoning** |  |  |  |
| **Communications** |  |  |  |
| **Conflict Management** |  |  |  |
| **Customer Service** |  |  |  |
| **Flexibility** |  |  |  |
| **Information Assurance** |  |  |  |
| **Integrity/Honesty** |  |  |  |
| **Interpersonal Skills** |  |  |  |
| **Organizational Awareness** |  |  |  |
| **Problem Solving** |  |  |  |
| **Self-Management** |  |  |  |
| **Strategic Thinking** |  |  |  |
| **Teamwork** |  |  |  |
| **Veterans Service Motivation** |  |  |  |
| **VA Leadership Competencies** | | | |
| **Accountability** |  |  |  |
| **Developing Others** |  |  |  |
| **Entrepreneurship** |  |  |  |
| **Financial Management** |  |  |  |
| **Human Capital Management** |  |  |  |
| **Leveraging Diversity** |  |  |  |
| **Partnering** |  |  |  |
| **Political Savvy** |  |  |  |
| **Technology Management** |  |  |  |
| **Technical Competencies** | | | |
| **508 Accessibility** |  |  |  |
| **Computer Languages** |  |  |  |
| **Configuration Management** |  |  |  |
| **Data Handling** |  |  |  |
| **Emerging Technologies** |  |  |  |
| **Information Technology Architecture** |  |  |  |
| **Object-Oriented Technology** |  |  |  |
| **Operating Systems** |  |  |  |
| **Project Management** |  |  |  |
| **Requirements Analysis** |  |  |  |
| **Software Engineering** |  |  |  |
| **Systems Integration** |  |  |  |
| **Technical Documentation** |  |  |  |
| **Technology Application** |  |  |  |
| **Testing and Evaluation** |  |  |  |
| **Web Development** |  |  |  |

System Administrator Competency Model

| **System Administrator Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T Entry System Administrator** | **OI&T Intermediate System Administrator** | **OI&T Advanced System Administrator** | **OI&T Expert System Administrator** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** | N/A |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A | N/A |  |  |
| **Developing Others** | N/A | N/A |  |  |
| **Entrepreneurship** | N/A | N/A |  |  |
| **Financial Management** | N/A | N/A |  |  |
| **Human Capital Management** | N/A | N/A |  |  |
| **Leveraging Diversity** | N/A | N/A |  |  |
| **Partnering** | N/A | N/A |  |  |
| **Political Savvy** | N/A | N/A |  |  |
| **Technology Management** | N/A |  |  |  |
| **Technical Competencies** | | | | |
| **Capacity Management** |  |  |  |  |
| **Computers and Electronics** |  |  |  |  |
| **Configuration Management** |  |  |  |  |
| **Contracting/Procurement** |  |  |  |  |
| **Database Administration** |  |  |  |  |
| **Database Management Systems** |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |
| **Engineering and Technology** |  |  |  |  |
| **Hardware** |  |  |  |  |
| **Information Management** |  |  |  |  |
| **Information Systems/Network Security** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Information Technology Performance Assessment** |  |  |  |  |
| **Mathematical Analysis** |  |  |  |  |
| **Network Management** |  |  |  |  |
| **Operating Systems** |  |  |  |  |
| **Operations Support** |  |  |  |  |
| **Project Management** |  |  |  |  |
| **Quality Assurance** |  |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Technical Documentation** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Telecommunications** |  |  |  |  |

Systems Analysis Competency Model

| **Systems Analysis Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T Junior Systems Analyst** | **OI&T Senior Systems Analyst** | **OI&T Junior Functional Analyst** | **OI&T Senior Functional Analyst** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A |  | N/A |  |
| **Developing Others** | N/A |  | N/A |  |
| **Entrepreneurship** | N/A |  | N/A |  |
| **Financial Management** | N/A |  | N/A |  |
| **Human Capital Management** | N/A |  | N/A |  |
| **Leveraging Diversity** | N/A |  | N/A |  |
| **Financial Management** | N/A |  | N/A |  |
| **Political Savvy** | N/A |  | N/A |  |
| **Technology Management** | N/A |  | N/A |  |
| **Technical Competencies** | | | | |
| **508 Accessibility** |  |  |  |  |
| **Business Process Reengineering** |  |  |  |  |
| **Change Management** |  |  |  |  |
| **Computer Languages** |  |  |  |  |
| **Configuration Management** |  |  |  |  |
| **Database Management Systems** |  |  |  |  |
| **Data Management** |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |
| **Hardware** |  |  |  |  |
| **Human Factors Engineering** |  |  |  |  |
| **Information Management** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Logical Systems Design** |  |  |  |  |
| **Multimedia Technologies** |  |  |  |  |
| **Operating Systems** |  |  |  |  |
| **Process Control** |  |  |  |  |
| **Project Management** |  |  |  |  |
| **Requirements Analysis** |  |  |  |  |
| **Risk Management** |  |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Systems Life Cycle** |  |  |  |  |
| **Technical Documentation** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Testing and Evaluation** |  |  |  |  |

Telecommunications Competency Model

| **Telecommunications Competency Profiles** | | | | |
| --- | --- | --- | --- | --- |
| **Competency** | **OI&T**  **Entry**  **Telecomm** | **OI&T**  **Intermediate**  **Telecomm** | **OI&T**  **Intermediate**  **Datacomm** | **OI&T**  **Senior**  **Telecomm** |
| **VA Core Competencies** | | | | |
| **Analytical Reasoning** |  |  |  |  |
| **Communications** |  |  |  |  |
| **Conflict Management** |  |  |  |  |
| **Customer Service** |  |  |  |  |
| **Flexibility** |  |  |  |  |
| **Information Assurance** |  |  |  |  |
| **Integrity/Honesty** |  |  |  |  |
| **Interpersonal Skills** |  |  |  |  |
| **Organizational Awareness** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Self-Management** |  |  |  |  |
| **Strategic Thinking** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Veterans Service Motivation** |  |  |  |  |
| **VA Leadership Competencies** | | | | |
| **Accountability** | N/A | N/A | N/A |  |
| **Developing Others** | N/A | N/A | N/A |  |
| **Entrepreneurship** | N/A | N/A | N/A |  |
| **Financial Management** | N/A | N/A | N/A |  |
| **Human Capital Management** | N/A | N/A | N/A |  |
| **Leveraging Diversity** | N/A | N/A | N/A |  |
| **Partnering** | N/A | N/A | N/A |  |
| **Political Savvy** | N/A | N/A | N/A |  |
| **Technology Management** | N/A | N/A | N/A |  |
| **Technical Competencies** | | | | |
| **Configuration Management** |  |  |  |  |
| **Contracting/Procurement** |  |  |  |  |
| **Emerging Technologies** |  |  |  |  |
| **Engineering and Technology** |  |  |  |  |
| **Hardware** |  |  |  |  |
| **Information Resources Strategy and Planning** |  |  |  |  |
| **Information Systems/Network Security** |  |  |  |  |
| **Information Technology Architecture** |  |  |  |  |
| **Infrastructure Design** |  |  |  |  |
| **Multimedia Technologies** |  |  |  |  |
| **Network Management** |  |  |  |  |
| **Operating Systems** |  |  |  |  |
| **Operations Support** |  |  |  |  |
| **Quality Assurance** |  |  |  |  |
| **Requirements Analysis** |  |  |  |  |
| **Systems Integration** |  |  |  |  |
| **Technical Documentation** |  |  |  |  |
| **Technology Application** |  |  |  |  |
| **Telecommunications** |  |  |  |  |

Part II: Competency Definitions and Behavioral Examples

All competencies in the OI&T competency models include proficiency levels and descriptions. Proficiency levels are the levels of skill and expertise associated with a particular competency. These levels range from 1 (novice) to 5 (expert). Proficiency descriptions provide guidance for individuals to determine their proficiency levels when performing competency self assessments in the VA Talent Management System (TMS).

Sample Proficiency Level Progression

| **Proficiency Level** | **Description** |
| --- | --- |
| **1**  Novice | **Knowledge of Subject Matter**   * Individual knows the terminology associated with this competency and is capable of performing tasks applying this competency with guidance and supervision. |
| **2**  Foundational | **Understanding of Subject Matter**   * Individual can perform basic or developmental level work in activities requiring this competency. * Individual is capable of demonstrating this competency after being given specific instructions and guidance. * Individual can engage in general conversation about this competency. |
| **3**  Intermediate | **Independent Application of Subject Matter**   * Individual has the capability to fully perform work that requires application of this competency. * Individual is capable of demonstrating this competency in increasingly complex situations and can contribute knowledge or new ideas in applying this competency. |
| **4**  Advanced | **Analysis of Subject Matter**   * Individual can immediately contribute to the success of work requiring this competency. * Individual is confident in serving as an advisor and is sought out to provide insight in the application of this competency. |
| **5**  Expert | **Synthesis and Evaluation of Subject Matter**   * Individual is looked to as an expert in this competency. * Others view this individual as a role model and capable of leading or teaching others in this area; they consult with him or her for assistance or guidance with work requiring this competency. |

This section contains example behaviors to describe how OI&T employees might demonstrate their proficiency for each competency. This resource serves as a guide to be used along with the proficiency descriptions in the TMS.

**These OI&T behaviors are designed to be examples only to help OI&T employees better assess their current responsibility, scope, or complexity within each competency, to support the selection of a proficiency rating.** These examples also help supervisors validate ratings as part of the competency assessment review process. Employees are not required to perform all of the activities at a certain level in order to select that level of proficiency on the self assessment. The examples should be used as a guide for employees to consider whether they have performed an activity similar to these examples. If the answer is yes, then they are likely meeting the competency for that proficiency level.

To recommend additional OI&T example behaviors to include in this guide, contact IT Workforce Development (ITWD) at [vaitwd@va.gov](mailto:vaitwd@va.gov?subject=VA%20OI&T%20Competency%20Model%20Reference%20Guide:%20Example%20OI&T%20Behaviors).

# VA Core Competencies

**VA Core competencies are applicable to all OI&T employees and exist in every OI&T competency profile.**

| Analytical Reasoning  Identifies issues and analyzes information to draw accurate conclusions, ensuring careful attention to detail. Dissects problems and information into their meaningful parts, and uses logic and judgment to evaluate alternatives and develop solutions. | |
| --- | --- |
| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | | * Demonstrates basic understanding of information sources and analytical concepts and methods, such as inductive and deductive reasoning. * Interprets written and visual material (e.g., technical material, rules, regulations, instructions, reports, charts, graphs, tables) and applies what is learned to specific situations. * Interprets information from a variety of information sources to draw basic conclusions. * Submits work assignments that demonstrate attention to detail and stated requirements. |
| **Level 2 –Foundational** | | * Identifies rules, principles, and relationships that explain facts, data, or other information. * Identifies the data required to complete an assigned task and submits simple quantitative and qualitative analyses that comply with instructions/requirements. * Utilizes inductive and deductive reasoning to interpret or analyze simple information to arrive at answers to questions or problems. * Does a careful analysis of even simple information, paying attention to accurately represent facts and details. |
| **Level 3 –Intermediate** | | * Uses inductive and deductive reasoning to interpret or analyze moderately complex information, and make correct inferences and conclusions. * Uses data to justify courses of action in multiple situations, drawing out relevant facts and details to illustrate points. * Analyzes and assesses IT procedures, processes, and decisions to determine overall effectiveness and efficiency of agency systems, programs, or plans. * Develops effective tools and techniques to process information, ensuring critical facts and details are captured and recorded. |
| **Level 4 – Advanced** | | * Fosters inductive and deductive reasoning feedback mechanisms to interpret and analyze highly complex information; helps others make correct inferences and draw accurate conclusions. * Produces/performs thoughtful analyses that can serve as models or templates for similar work. * Determines the impact of decisions made and outlines “lessons learned” based on reasoning skills. * Conducts detailed research and analysis of IT issues/problems to improve organizational IT effectiveness and efficiency. |
| **Level 5 – Expert** | | * Interprets and analyzes highly complex information to discern patterns, trends, and relationships and to draw conclusions. * Applies quantitative and qualitative techniques to the analysis of complex systems and their components; presents findings so others are able to understand them. * Analyzes and interprets complex IT manuals and publications to determine systems most suitable to current and future organization needs. |

| Communications  Effectively expresses information to multiple audiences through clear, convincing oral and written communications; demonstrates logical thinking when describing facts and concepts, and shapes communications to meet the needs of a specific audience; actively listens to others and demonstrates understanding of their comments and/or questions. | |
| --- | --- |
| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Uses correct English grammar, punctuation, and spelling. * Communicates basic ideas and information clearly and in a well-organized manner. * Articulates thoughts and composes documents regarding routine matters effectively, with guidance. * Actively listens to others and responds appropriately. |
| **Level 2 –Foundational** | * Follows guidance to structure routine communications and technical documents. * Reviews own work to ensure it is succinct, easy to understand, and appropriate for the intended audience. * Speaks in a clear, concise, and logical manner. * When listening to others, pays attention to verbal and nonverbal cues; listens for misunderstandings and misinterpretations. * Proofreads own documents for English grammar, spelling, and punctuation. |
| **Level 3 – Intermediate** | * Expresses facts and ideas in a clear, concise, convincing, and organized manner. * Clearly conveys moderately complex technical ideas, concepts, and information to IT and non-IT professionals. * Exhibits active listening by demonstrating understanding of audience comments and/or questions. * Is adept at developing technical and non-technical documents (e.g., correspondence, user requirements, cost-benefit studies) and proofreads the writing of others for quality of information and clarity of thought. |
| **Level 4 – Advanced** | * Convincingly conveys benefits of complex IT changes to user groups; thoughtfully considers and responds to questions and concerns. * Presents thoughts in written and oral communication that are well-organized and demonstrate confidence in the facts and ideas. * Adjusts oral and written communication styles when working with individuals with different levels of IT understanding; uses various methods to explain and convey information. * Proofreads or edits the complex or technical writing of others. |
| **Level 5 – Expert** | * Clearly explains and defends complex ideas in written and oral communications, appropriately adapting to each audience's level of knowledge. * Actively listens and clarifies points when presenting highly complex and controversial findings. * Uses well-constructed, fact-based arguments to persuade stakeholders/officials to take action on IT trends or costly, extensive suggestions for improvement. * Writes and publishes articles in professional, industry, or scientific journals to communicate program direction and content. |

| Conflict Management  Helps to manage and resolve conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact; collaborates with others to encourage cooperation and teaming. | |
| --- | --- |
| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Recognizes conflict and makes oneself available for conflict resolution. * Communicates with other employees or customers to generate potential areas of agreement; notifies the supervisor of disagreements. * Remains calm and objective during a conflict and through its resolution. |
| **Level 2 –Foundational** | * Is open and professional when handling minor personal conflicts; seeks help in resolving issues and/or situations, as needed. * Resolves simple customer complaints opportunities by referring to established guidelines and standard operating procedures. * Notifies the supervisor of conflict; initiates established chain-of-command process to facilitate resolution. * Demonstrates respect and openness for differences of opinion by allowing others a chance to be heard and listening to what is being said. |
| **Level 3 – Intermediate** | * Recognizes conflict between employees, customers, and other stakeholders; volunteers to assist in resolving the conflict. * Identifies and evaluates elements of conflict to build conflict resolution skills. * Reacts calmly to diffuse emotions of involved parties during heated discussions. * Facilitates communication among other employees and/or customers to generate areas of agreement around issues or conflicts. * Listens and considers all sides when resolving conflicts and confrontations among work teams when there are overlapping areas of responsibility. |
| **Level 4 – Advanced** | * Demonstrates respect and openness for differences in opinions by allowing others to speak in turn, and responding to what they’ve said with patience and understanding. * Makes oneself approachable or available for helping others resolve conflicts; seeks to resolve issues immediately and avoid escalation. * Applies a variety of mediation and resolution techniques to enable a group to come to a resolution and promote ownership of the solution. |
| **Level 5 – Expert** | * Directs communication among other employees, internal or external stakeholders, and customers to reach agreement and joint action. * Interprets and adapts general guidelines to resolve conflicts for which there are no precedents. * Serves as a resource/mediator for conflicts that cannot be resolved immediately or that have escalated during previous attempts at resolution. * Fosters a climate that minimizes potential for conflict; anticipates and proactively mitigates conflict before it escalates. |

| Customer Service  Anticipates, identifies, and manages the needs and expectations of internal and external customers; makes the effort to understand customer issues and priorities to deliver quality services and support; solicits regular formal and informal feedback and takes action to drive high levels of customer satisfaction. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Resolves simple and routine problems, questions, or complaints; asks for additional information or support for non-routine issues. * Establishes and maintains strong working relationships with customers. * Escalates IT issues or tickets to the appropriate individual, team, or organizational group. |
| **Level 2 –Foundational** | * Responds to inquiries in a timely manner; keeps customers informed of status and status changes. * Follows up on customer inquiries to resolve problems; clarifies information about products and services. * Asks appropriate questions to identify a customer’s IT issue, requesting assistance when necessary. * Provides First Contact Resolution (FCR) and basic IT support to customers about for routine issues (e.g., password reset). |
| **Level 3 – Intermediate** | * Participates in meetings with customers (for example, to solicit input concerning the design of IT product enhancements, modifications, or system changes). * Maintains high levels of customer satisfaction in one’s own work. * Advises customers in own area of expertise (e.g., information security, data management, software development, systems administration, desktop support). * Serves as a primary resource for customers on certain IT issues or tickets (e.g., desktop, systems, or network support). |
| **Level 4 – Advanced** | * Develops and maintains relationships with customers with diverse needs; builds strong, mutually supportive working relationships. * Designs IT work processes and systems that incorporate end-user feedback and are aligned with OI&T customer services goals. * Conducts post-installation evaluations of complex IT programs and/or systems to determine quality of services or products and customer satisfaction and to forecast future system changes and upgrades. * Anticipates IT issues based on system changes or upgrades, and engages actively with customers to address complex and non-routine questions and potential issues. |
| **Level 5 – Expert** | * Evaluates IT performance against customer service metrics to include those identified by the IT Performance Dashboard, and develops and deploys strategies to enhance customer service and customer satisfaction across team or larger organizational group. * Anticipates customer needs and modifies the team’s work activities, processes, and practices to meet these needs. * Actively applies and shares diverse resources and expertise to address complex customer complaints and customer service issues identified across the team or larger organizational group. * Collaborates across team and outside of own OI&T pillar to organize planning sessions that elicit ideas for improving customer service and support. * Uses expertise and experience to address and resolve high-risk, high-profile customer support issues; draws from broader IT team as necessary. * Provides expert guidance to teams on managing difficult customers and resolving complex customer service issues. |

| Flexibility  Is open to change and new ways of approaching working and solving problems; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; deals effectively with ambiguity. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Adjusts work activities appropriately in situations where limited information is available; seeks guidance from supervisors and peers as appropriate. * Remains focused and productive in facing challenging situations within daily work and routine assignments (e.g., meeting workload deadlines). |
| **Level 2 –Foundational** | * Supports others in responding to situations where conditions change frequently or availability of information is limited or unpredictable. * Remains focused and productive in facing stressful situations (e.g., work activity changes, project surges, customer complaints). * Supports others in presenting an overview of IT systems capability to various audiences on short notice. |
| **Level 3 – Intermediate** | * Adapts to significant, expected, or temporary changes affecting project work or deadlines by reviewing team and individual work strategies, processes, and approaches. * Adjusts quickly to situations where conditions change, and makes the best decisions when only limited information may be available. * Is flexible and sensitive to customer workload and staff resource considerations when developing actions and initiatives (e.g., system upgrades). |
| **Level 4 – Advanced** | * Makes adaptations to enterprise-wide IT systems and equipment to accommodate users’ suggestions. * Acts as a resource to recommend major changes in enterprise-wide computer information systems policies, equipment, etc. * Adapts to continuous, significant, sudden, or permanent changes or setbacks affecting numerous programs or priorities. * Leads others, based on new and emerging priorities or needs. |
| **Level 5 – Expert** | * Anticipates changes or setbacks affecting numerous programs or priorities and adjusts work activities accordingly. * Takes immediate action to modify or make major changes to IT systems, equipment, or procedures when management makes change requests, or as dictated by political, environmental, or legal considerations. * Interprets available facts and information to approve and finalize appropriate course of action where conditions change frequently or availability of information is limited or unpredictable. |

| Information Assurance  Applies knowledge of methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes basic information assurance concepts and routine information assurance activities related to one’s own work. * Complies with VA Privacy and Information Security Awareness and Rules of Behavior (ROB). * Identifies basic ways to protect VA sensitive information. * Monitors compliance with the security awareness and training requirements for employees and contractors. |
| **Level 2 –Foundational** | * Explains the risks associated with failing to protect VA’s information systems. * Demonstrates compliance with information assurance standards, practices, and procedures to perform routine operations, seeking guidance as appropriate. * Applies information assurance concepts and available technology to secure data, seeking guidance as appropriate. * Recognizes how one’s own role supports risk-based decisions for VA systems, continuous monitoring of systems, and addressing system security deficiencies. * Advises customers on information security with supervisor or peer guidance. |
| **Level 3 – Intermediate** | * Independently complies with internal VA and external information assurance standards, practices, and procedures relevant to one’s role or project work, and helps teammates to do the same. * Protects VA’s networks, systems, and/or sensitive data by using the appropriate information assurance tool or technique relevant to one’s role (e.g., firewalls, public key infrastructure (PKI), Secure Sockets Layer (SSL), virtual private network (VPN), assessment and authorization, security vulnerability testing). * Examines audit findings and contributes to discussion about changes to information assurance standards and practices. * Incorporate security actions into day-to-day tasks to support risk-based decision making for each step of VA’s Risk Management Framework (RMF). * Verifies and validates that appropriate security measures are implemented and functioning as intended. |
| **Level 4 – Advanced** | * Oversees and drives team compliance with information assurance standards, practices, and procedures. * Implements and supports security software and hardware across multiple platforms, applications, and architectures. * Contributes to formulation and administration of information assurance policies, procedures, and standards at VA. * Provides guidance to team on the IT security and privacy requirements of Federal Information Security Management Act (FISMA) and related National Institute of Standards and Technology (NIST) guidance. * Provides guidance to team on the implementation and monitoring of NIST security controls. |
| **Level 5 – Expert** | * Creates audit policy and reporting mechanisms for ensuring compliance with information assurance standards, and explains them to others. * Collaborates with other pillars, organizational group, or project teams to develop, integrate, and implement enterprise-wide information assurance strategies. * Serves as authority in one’s own pillar, organizational group, or project team for ensuring compliance with information assurance policies and procedures. * Partners with other pillars, organizational groups, or project teams to implement a strong, continuously monitored security posture throughout VA in accordance with VA’s Continuous Readiness in Information Security Program (CRISP). |

| Integrity/Honesty  Contributes to maintaining the integrity of the Department of Veterans Affairs; displays high standards of ethical conduct at all times and understands the impact of violating these standards on the organization, self, and others; is trustworthy. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes the importance of honesty and integrity in the workplace; adheres to ethical guidelines and standards. * Articulates the consequences of unethical behavior. |
| **Level 2 –Foundational** | * Consistently applies detailed knowledge of federal and industry ethical guidelines and standards to work products and behaviors. * Honors commitments in the workplace. |
| **Level 3 – Intermediate** | * Consistently performs in an ethical manner with internal and external customers. * Demonstrates a sense of corporate responsibility and commitment to public service. * Conducts self in a way that inspires a level of trust. |
| **Level 4 – Advanced** | * Develops and implements programs to foster honesty, integrity, and ethical practices and behaviors in the workplace. * Coaches others on integrity and honesty by providing regular feedback to subordinates and identifying teachable moments, where appropriate. * Creates a culture that fosters high standards of ethics by modeling the desired behavior with employees and identifying areas in work processes and approaches that may lead to ethical breaches. |
| **Level 5 – Expert** | * Validates and supports programs and policies to foster integrity, honesty, and ethical practices and behaviors in the workplace. * Serves as a role model for integrity, honesty, and ethical behaviors; inspires trust in others. |

| Interpersonal Skills  Develops and maintains effective relationships with others; relates well to people from varied backgrounds and different situations. Considers and responds appropriately to the needs, feelings, and capabilities of subordinates, peers, and seniors. Gains cooperation to obtain information and accomplish goals, including managing disagreements in a constructive manner to minimize negative personal impact. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Cooperates and works well with management, other employees, and customers in the course of daily activities. * Displays professional courtesy, respect, and tact in all interactions. * Asks for guidance in interpersonal situations where the solution or outcome is unclear. |
| **Level 2 –Foundational** | * Builds working relationships within own team and across the larger organization. * Seeks to understand the unexpressed motivations and concerns of others; courteously and tactfully receives and delivers sensitive information, instruction, and feedback. * Treats others with kindness, respect, and professionalism; delivers measured, thoughtful responses to questions, issues, and concerns. |
| **Level 3 – Intermediate** | * Cooperates and works well with management, other employees, and/or customers. * Proactively recognizes the needs of others; appropriately responds to underlying, unexpressed motivations, values, and concerns. * Courteously and tactfully delivers effective instruction to frustrated customers or when discussing situations where the solution or outcome is unclear. * Fosters an environment of respect and facilitates communication among other employees or customers to generate areas of agreement. * Listens carefully to customer needs when negotiating the addition of services; takes the time to show how it will add value to their work. |
| **Level 4 – Advanced** | * Maintains positive working relationships with employees at all organizational levels, as well as with management, and internal and external customers and stakeholders. * Exhibits high emotional intelligence; senses the needs of others and seeks out opportunities to understand and help them. * Identifies and emphasizes common goals to promote cooperation between IT and customer organizations. * Proactively recognizes and resolves potential interpersonal problems among subordinates and teams. |
| **Level 5 – Expert** | * Establishes and maintains ongoing working relationships with management, employees, and internal and external customers and stakeholders. * Demonstrates understanding of political and individual contexts when relating to others; interacts with stakeholders and subordinates with equal levels of diplomacy and professionalism. * Fosters an environment of respect through words and actions. * Directs communication among other employees, internal or external stakeholders, and customers to reach agreement and joint action. |

| Organizational Awareness  Knows the organization’s (e.g., VA, domain, work unit) mission and functions. Knows how its social, political, and technological systems work and operates effectively within them. Understands how programs, policies, procedures, rules, and regulations drive and impact the work and objectives of the organization. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Follows the policies and procedure of own team, for example follows a standard operating procedure. * Identifies and defines the major functions of multiple OI&T pillars. * Lists major processes and policy related to one’s own work and functional area. * Recognizes other key roles impacting one’s own work within own pillar. |
| **Level 2 –Foundational** | * Describes common terminology, processes, and rules used by one’s own team or functional area. * Describes technical standards, policies, and procedures that affect one’s own team. * Describes the major functions and goals of one’s own OI&T pillar and defines which other pillars have an impact or interrelationship with this work. * Reviews articles and conducts internet research to identify events or trends affecting OI&T. |
| **Level 3 – Intermediate** | * Describes the mission, functions, policies, and procedures of one’s own OI&T pillar and the interdependencies that exist across other pillars. * Contributes insights around internal and external factors (e.g., new technologies, policy or budget shifts) impacting own team’s goals, policies, and procedures. * Takes the initiative to correctly apply standards and procedures relevant to one’s own team or functional area. * Stays informed on external IT trends that will impact the work of one’s pillar; collaborates with the supervisor to discuss potential impact on team’s work. |
| **Level 4 – Advanced** | * Recognizes how external factors as well as changing organizational goals affect OI&T projects; adjusts the teams work efforts in accordance with these changes. * Provides guidance on pillar-specific terminology and processes to team members. * Collaborates with other pillar teams and functions on establishing and/or documenting consistent standards and processes. * Interprets existing and evolving technology standards to improve the consistency of IT efforts across the team or larger organizational group. * Anticipates external IT trends that will impact the work of the team or larger organizational group; supports the planning process to address these changes. |
| **Level 5 – Expert** | * Directs the development of policies, standards, and procedures for team or larger organizational group or division. * Helps team understand the relationships and interdependencies of teams and functions across different OI&T pillars. * Collaborates closely with leadership across other OI&T pillars to help establish consistency across processes, procedures, and/or standards. * Directs and manages adherence to policies, rules, and standards as part of risk management and in support of organizational goals. * Anticipates external policy changes or other industry or governmental shifts that will significantly impact the work of the team or larger organizational group; engages in strategic planning to address these changes accordingly. |

| Problem Solving  Identifies problems, determines accuracy and relevance of information, and uses sound judgment to generate and evaluate alternatives; makes well-informed, objective decisions that take into account facts, goals, constraints, and risks while perceiving the impact and implications of decisions. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Reacts to and solves simple problems by gathering and applying information from standard materials or sources and then applying logic to identify potential solutions. * Investigates and gets assistance in resolving simple problems. * Makes sound and timely decisions on routine issues impacting one’s own work; seeks supervisory guidance for more complex problems. |
| **Level 2 –Foundational** | * Makes routine decisions independently, where there is a standard process; recognizes limitations and situations when further guidance is needed from senior colleagues or supervisors. * Identifies problems or inefficiencies in work processes and activities; recommends solutions to resolve problems or inefficiencies. * Seeks guidance to understand root causes, influences, customers, and stakeholders when solving a problem. |
| **Level 3 –Intermediate** | * Identifies and solves problems by gathering and applying information from a variety of materials or sources that provide several alternatives. * Uses logic to identify alternatives to solve problems, seeking supervisory review where appropriate. * Recognizes and takes action to address non-routine problems; overcomes obstacles by pursuing creative, feasible alternatives. * Solicits the feedback from multiple stakeholders to understand an issue or problem and accurately assess its root causes and potential solutions. * Uses data to justify decisions. |
| **Level 4 – Advanced** | * Helps teams anticipate problems, and identify and evaluate potential sources of information; provides feedback and coaching to others to help solve problems. * Solves complex or sensitive problems by developing and proposing strategic alternate models to solve technological problems or requirements and identifying possible conflicts and shared benefits. * Engages appropriate stakeholders when developing solutions in order to understand and incorporate multiple perspectives, needs, and insights. * Evaluates the effectiveness of decisions made compared to objectives, identifies “lessons learned,” and adjusts future decisions as appropriate. |
| **Level 5 – Expert** | * Provides precedent setting solutions to unique technical problems not previously encountered. * Helps teams make decisions complicated by the number and nature of existing security controls, regulatory guidance, overlapping requirements, or organizational considerations that impact the ability to apply established methods. * Identifies the root causes of problems; develops systemic solutions to address them and prevent them from reoccurring. |

| Self-Management  Sets well-defined and realistic individual goals; displays a high level of initiative, effort, and commitment toward completing assignments in a timely manner; accepts feedback and works with minimal supervision; is motivated to achieve even under stressful conditions; demonstrates responsible behavior. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Understands how to monitor individual progress against goals and deadlines set by supervisor. * With guidance, acts upon feedback and takes on new assignments to enhance skills. * With guidance, identifies and/or seeks out learning events to grow professional skills and capabilities. * Recognizes stressful situations and is able to deal with others in a courteous manner. |
| **Level 2 –Foundational** | * Works with supervisor to set priorities, goals, and deadlines for own work/projects; is committed to meeting those goals. * Confidently accepts feedback and new assignments/responsibilities as opportunities to continue to grow professionally. * Works with supervisor to identify individual learning gaps; demonstrates willingness to address/close gaps in support of professional growth. * Uses clear judgment and maintains a positive outlook to others both in daily work and in high stress situations. |
| **Level 3 – Intermediate** | * Acts as a role model for others by establishing processes and habits to successfully manage individual workloads and multiple, conflicting priorities. * Is committed to professional development and demonstrates autonomy in self-directed learning activities, such as participation in professional societies and staying up-to-date through review of professional and industry publications. * Actively seeks feedback and willingly accepts new or additional responsibilities and challenges to enhance competence and value to the workplace. * Plans ahead to mitigate the impact of stress on self and others. |
| **Level 4 – Advanced** | * Systematically sets and achieves individual and professional goals designed to meet project requirements and enhance value to the workplace. * Coaches others on effective learning techniques and approaches job responsibilities from a perspective of continual learning. * Establishes an after-action review process to solicit constructive feedback and identify areas for improvement. * Develops strategies for identifying and addressing current and future potential stressors that may significantly impact the workforce. |
| **Level 5 – Expert** | * Establishes programs and policies that foster an environment of continual learning focused on adding value to the workplace. * Sees work efforts in larger organizational context; coordinates own work activities with other appropriate functions or parts of the OI&T. * Accurately assesses and regularly takes proactive steps to enhance individual contribution to the workplace and mission accomplishment. * Recognizes symptoms of stress in others and provides tools and techniques to work effectively and remain productive in high stress situations. |

| Strategic Thinking  Formulates effective strategies consistent with the objective, vision, and competitive strategy of the organization (e.g., VA, domain, work unit). Applies knowledge of planning, coordination, and execution of business and/or technical functions, resource allocation, and production when examining issues and determining priorities. Takes a long-term view to recognize opportunities. Determines objectives and sets priorities. Anticipates potential threats or opportunities. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Understands the organizational goals and objectives and performs work activities that serve these objectives. * With guidance, understands the basic planning, coordination, and execution of business functions, resource allocation, and IT production. * Identifies and works on manageable parts of a task or issue. * Articulates an issue and outlines and performs its logical next steps with guidance. |
| **Level 2 –Foundational** | * Works with coworkers to develop plans for applying work team's goals to project activities. * Supports teams in the planning, coordination, and execution of business functions, resource allocation, and IT production. * Discusses the consequences and implications of decisions or actions on mission, priorities, and values. |
| **Level 3 – Intermediate** | * Determines organizational direction and develops short-term strategies for IT programs or projects that are consistent with key organizational priorities and values. * Responds to requests and provides operational support to project staff regarding logistical requirements and procedures (e.g., deadlines, data inputs, equipment/resource availability) to accomplish project milestones. * Applies prior knowledge, models, tools, and techniques to analyze and deeply understand issues, and recognize connections, patterns, and trends. |
| **Level 4 – Advanced** | * Provides input to senior leadership to support organizational vision of a team-based culture by developing an enterprise program plan approach. * Analyzes project inputs from various elements (e.g., budgetary, technical, compliance, policy) and correctly prioritizes issues and solutions in support of mission accomplishment. * Integrates input from sophisticated models and tools to predict outcomes and identify issues that may not be obvious to others. * Conceives likely scenarios and recommends effective courses of action to others. |
| **Level 5 – Expert** | * Develops strategies consistent with organizational vision and objectives; understands VA’s and OI&T’s long-term goals, and anticipates potential threats or opportunities. * Directs the review of a variety of IT policies, guidelines, data documents, reports, processes, and procedures. * Evaluates the effectiveness of strategies and programs against organizational mission and goals; implements changes to improve performance, when required. * Advises others on how to interpret the current environment and assess/plan for likely future scenarios. * Redirects activities of the organization/work team in the direction of new goals and/or priorities. |

| Teamwork  Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Cooperates with others to complete routine tasks. * Attends team meetings and shares information when asked. * Is an active listener in team discussions. |
| **Level 2 –Foundational** | * Assists team in developing ideas by listening and asking pertinent questions. * Works with team members to collect and organize background information materials. |
| **Level 3 – Intermediate** | * Cooperates with others to establish priorities and delegate work plans. * Contributes to group discussions, and shares information freely and willingly. * Collaborates with team members to summarize progress in preparation for stakeholder briefings. |
| **Level 4 – Advanced** | * Guides team to consensus for plans of action by actively engaging in team discussions and encouraging multiple perspectives. * Designs processes that encourage collaboration and information sharing. * Solicits input from others and encourages the team to consider different perspectives and alternative solutions. |
| **Level 5 – Expert** | * Directs group's work efforts and monitors progress toward attaining team goals. * Facilitates or leads group discussions and information sharing around issues and initiatives; supports team decisions once they have been made. * Listens to and values others' opinions; makes others feel that their contributions are important. |

| Veterans Service Motivation  Shows a commitment to serve Veterans, and works to ensure all actions are focused on meeting and supporting Veterans’ needs; aligns organizational objectives, processes, and practices with Veterans’ interests. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Recognizes that VA’s mission is to serve Veterans. * Promptly identifies inquiries about Veterans’ interests and agency policies. * With guidance, examines feedback from Veterans regarding new policies. |
| **Level 2 –Foundational** | * Recognizes the role OI&T plays in serving Veterans. * Interprets work team's policies and procedures to ensure they are consistent with the needs of Veterans. * Assists in collecting quantitative and qualitative survey data to direct the alignment of organizational objectives to Veterans’ needs. |
| **Level 3 – Intermediate** | * Demonstrates a commitment to serving Veterans. * Explains how own work ultimately serves Veterans. * Maintains and enforces team policies and procedures to ensure consistency with the needs of Veterans. |
| **Level 4 – Advanced** | * Helps others to recognize how their work supports and impacts Veterans. * Partners with others to develop recommendations and action plans to meet Veterans' needs through the organization’s work. * Cultivates relationships with stakeholders to validate the usefulness of proposed processes and services to Veterans’ interests. |
| **Level 5 – Expert** | * Elicits employees' passion and commitment to serve Veterans and to embrace the VA mission as their own. * Serves as a key resource to design and develop programs to address critical organizational requirements for Veterans’ interests. |

# VA Leadership Competencies

**VA Leadership competencies apply to anyone with a responsibility for managing others, or who may be developing towards a management role. VA Leadership competencies tend to exist in intermediate and advanced profiles within each competency model.**

| Accountability  Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Maintains confidentiality of sensitive information by establishing new policies and procedures for handling such information. * Delegates work to staff to ensure responsibilities are completed. * Meets weekly with team to monitor progress of work plans. * Outlines written policies and procedures to ensure consistent adherence by staff. |
| **Level 2 –Foundational** | * Supports the investigation of claims of employee violations and encourages staff to take responsibility for actions. * Outlines goals and assesses workgroup progress toward goal achievement. * Plans and researches safety issues and contacts agency to ensure safety standards are fully utilized. * Distributes workload among staff to ensure timely delivery of key deliverables. |
| **Level 3 – Intermediate** | * Implements new guidelines and procedures as directed by the chain of command. * Accepts responsibility when missed deadlines affect major project outcome. * Develops and implements internal controls for pilot program to manage potential barriers to implementation. * Holds staff accountable for new performance standards and expectations by taking action with employees not meeting standards. * Ensures that directives, policies, and protocols are supported and enforced. * Assists others with implementing guidance from chain of command. * Monitors compliance and provides leadership with data on implementation effectiveness. * Establishes new processes and procedures and reviews existing processes and procedures for needed improvements. * Takes responsibility and develops solutions. |
| **Level 4 – Advanced** | * Provides and promotes position information across divisions to educate staff on respective duties, performance expectations, and consequent impact on accomplishment of agency goals. * Holds staff in their area of responsibility accountable for performance and expectations, for example, by establishing and tracking performance metrics for individuals or teams * Takes action with employees not meeting standards. * Empowers others to take accountability for own work streams. |
| **Level 5 – Expert** | * Communicates to employees the expectations and methods for achieving results in light of failed or delayed agency-level project. * Administers and provides oversight of a new complex procedure, which delegates responsibility for compliance to various agencies or parties. * Establishes culture of accountability among staff by defining roles and responsibilities to ensure agency goals are met. |

| Developing Others  Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Provides developmental feedback to staff on job performance. * Involves staff in developing project goals and timelines. |
| **Level 2 –Foundational** | * Encourages employees to participate in mentoring programs and other learning opportunities. * Pairs new staff with seasoned employees to facilitate understanding of the position and organization. * Provides orientation to new employee. |
| **Level 3 – Intermediate** | * Assesses staff and provides timely and consistent feedback regarding technical proficiency and effectiveness. * Provides constructive feedback, guidance, and reinforcement to employees regarding job performance. * Works with staff to identify work goals and create individual development plans. * Evaluates training programs to ensure content meets staff needs. |
| **Level 4 – Advanced** | * Recommends details and developmental assignments to staff based on career interests and work team needs. * Recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information. * Works with staff to develop individual development plans addressing employee needs and meeting organizational goals. * Counsels and helps employees to complete eIDPs, competency assessments, and performance appraisals. |
| **Level 5 – Expert** | * Designs and implements opportunities for career development in anticipation of agency restructuring, including mentoring staff and providing training. * Directs working group to design training programs focused on skills necessary for meeting strategic goals. * Designs, implements, and communicates leadership development opportunities for staff at all levels in the organization. * Collaborates with business partners (e.g., ITWD) to develop training programs for employees in area of responsibility. |

| Entrepreneurship  Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Considers current guidelines when developing a new product or enhancement of an existing product. * Considers feedback when developing a new service. * Makes incremental improvements by adapting solutions from similar settings. * Recognizes and supports creative ideas proposed by others. |
| **Level 2 –Foundational** | * Identifies concepts for new programs, products, or services. * Seeks feedback for new products or services based on customer needs. * Supports others in challenging the status quo. |
| **Level 3 – Intermediate** | * Creates a new product, service, or policy based on requirements submitted by users. * Makes recommendation to invest in emerging technologies to produce new products. * Makes well-reasoned recommendations for taking calculated risks based on a cost/benefit analysis. * Looks beyond organizational boundaries to identify opportunities for improvement. * Makes small, but meaningful shifts in programs or processes by helping to develop and implement novel ideas. |
| **Level 4 – Advanced** | * Takes calculated risks by creating new and innovative business lines. * Identifies potential risks and barriers; removes barriers and takes calculated risks to achieve results. * Conducts research and develops business proposals resulting in a high return on investment. * Looks inside and outside of the government to identify opportunities for improvement or anticipated demands for improvement. |
| **Level 5 – Expert** | * Assesses customer needs and develops innovative products and services to address recommendations. * Implements an innovative strategic campaign to accomplish organization goals. * Establishes a climate of reasonable risk-taking, empowering and rewarding employees who demonstrate entrepreneurial behavior and the ability to take calculated risks. * Continually scans the broad environment, looking for strategic opportunities or demands for strategic change. * Transforms organizational processes, programs, and overall strategies by generating groundbreaking ideas and creating movement in an unprecedented direction. |

| Financial Management  Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Studies and articulates basic principles and concepts governing organization’s financial management process. * Adheres to approved methods used by organization for financial management. * Identifies income and/or expenditures for projects, with guidance and supervision. |
| **Level 2 –Foundational** | * Executes basic tasks in support of the financial management process, with guidance. * Justifies budget requests in relation to program objectives. * Differentiates budget allocations across projects and/or their discrete activities. |
| **Level 3 – Intermediate** | * Researches resource needs and leads the process to acquire or streamline resources, in accordance with established priorities. * Conducts cost-benefit analysis, as needed, to develop sound financial plans with programmatic impact. * Monitors purchases, expenditures, and inventory against established objectives, and determines corrective action for consideration. |
| **Level 4 – Advanced** | * Develops and implements procurement system within time and budgetary constraints to support agency programs. * Establishes or shares financial goals and priorities for program, team, or unit. * Compares potential outcomes and/or implications of financial decisions, and advises on most advantageous course of action. * Develops, justifies, and manages budgets for annual projects and programs. |
| **Level 5 – Expert** | * Designs and implements financial management systems to meet organizational objectives. * Develops procurement procedures and policies. * Audits major acquisitions with organizational impact, presents findings, and recommends corrective action, as appropriate. |

| Human Capital Management  Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Makes personnel decisions based upon promotion criteria and position requirements. * Utilizes peer recognition process to recognize employees. * Meets with employees to set performance goals. |
| **Level 2 –Foundational** | * Recognizes and addresses deficiencies of human resources processes or tools. * Provides positive feedback to high-performing staff and rewards exceptional performance. * Considers impact of personnel decisions on current staff. |
| **Level 3 – Intermediate** | * Reviews and recommends updates to position descriptions and performance plans. * Explains restructuring plan to staff and addresses concerns. * Recognizes employee contributions by rewarding employees. * Participates in interview panels and makes candidate selections. * Conducts mid-year and end-of-year performance evaluations. |
| **Level 4 – Advanced** | * Develops rewards system to recognize the impact of employee contributions to the organization. * Identifies creative strategies to recruit employees with the required skills and qualifications, despite having limited resources. * Identifies mission critical occupations and associated competencies needed to perform organizational functions. * Analyzes workforce and current field expertise to determine where recruiting is needed. * Implements incentive programs for workforce. * Ensures employee training is complete. * Implements personnel actions. * Manages virtual workforce in a variety of situations and working environments (e.g. VBA, NCA, Program Offices, and Medical Centers). |
| **Level 5 – Expert** | * Redesigns organizational structure to provide improved service to customers by considering organizational goals, timeframes for achieving goals, and staff responsibilities. * Creates new agency-wide human capital programs and activities to meet strategic objectives. * Leads task force to analyze agency-wide staffing needs and develops strategy to address recruitment needs. * Develops new agency-wide incentive program to retain employees with technical expertise. |

| Leveraging Diversity  Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Attends diversity programs to increase staff awareness. * Meets with staff to obtain input on diversity issues within workgroup. |
| **Level 2 –Foundational** | * Adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities. * Builds teams leveraging diverse capabilities of staff. |
| **Level 3 – Intermediate** | * Recognizes and utilizes skills of staff with diverse backgrounds to benefit the organization, clients, and coworkers. * Addresses and corrects the use of inappropriate language or actions, which deride diversity. |
| **Level 4 – Advanced** | * Builds a diverse team with a variety of skills and functions effectively to accomplish the mission of the organization. * Develops a creative initiative focused on recognizing the various dimensions of diversity to encourage inclusiveness in the workplace. * Builds a unified work team including individuals with different personalities and backgrounds. |
| **Level 5 – Expert** | * Creates a diverse and inclusive environment after a major reorganization, which brings together different cultures, ideas, and experiences. * Identifies creative approaches for targeted recruiting to develop a representative workforce that benefits from diverse strengths. |

| Partnering  Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Meets regularly with peers and supervisors to identify recurring issues. * Develops and maintains network of stakeholders for collection and sharing of information. * Meets with staff to discuss plans to implement strategic goals. * Explains how organizational units and external stakeholders work together to fulfill the VA’s mission. * Identifies networking opportunities inside and outside of the organization. * Establishes relationships with internal and external colleagues. |
| **Level 2 –Foundational** | * Considers stakeholder input when developing strategies to ensure mutually agreeable initiatives. * Coordinates with various agencies to plan and conduct annual events. * Coordinates across and within organizations to determine required resources to support goals. * Works with a team of managers or employees across agencies to address mutual issues and concerns. * Encourages others to make decisions with all key stakeholders in mind. * Keeps work unit’s stakeholders updated on changes that may affect them. * Builds upon existing and new relationships to achieve organizational goals. * Uses internal projects as opportunities to collaborate and establish strategic relationships. |
| **Level 3 – Intermediate** | * Builds consensus with partners by considering input and promoting trust between various parties. * Gains support from key leaders and staff within the organization to ensure support for work objectives and team initiatives. * Coordinates with partners regarding new strategies to ensure consistent communication with agencies. * Ensures future partnerships by developing strong relationships and resolving issues with partners. * Ensures programs and policies are integrated with needs and/or resources of key stakeholders within and outside of own department. * Champions a stakeholder perspective to decision making at all levels. * Maintains strategic relationships and collaborates with internal and external colleagues to fulfill the organization’s mission. * Identifies and works to eliminate conditions that impede within-department and across-department collaboration and knowledge sharing. |
| **Level 4 – Advanced** | * Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives. * Partners with various parties by sharing information and resources across multiple levels to establish new programs. * Clearly conveys information to multiple stakeholders so that initiatives are integrated across the entire organization. * Implements processes that foster a cross-organizational approach to achieving VA’s mission and strategic goals. * Contributes to collaborative work by proactively sharing information and providing input and support to strategic partners. * Provides guidance to others that fosters the development of cross-department and organization partnerships. |
| **Level 5 – Expert** | * Develops, publicizes, and garners support for programs and policies by meeting with key officials, executives, unions, employees, and other interested parties. * Partners with key officials from various offices and agencies to develop strategic goals. * Creates systems and processes for sharing information to facilitate the integration of initiatives across the VA. * Considers and aligns the various perspectives and needs of the entire VA when planning, coordinating, and communicating organization’s policies and processes. * Creates a process and develops criteria for evaluating the success of internal and external collaborative efforts. * Possesses an extensive professional network across and outside the VA and leverages this network to contribute to the mission. |

| Political Savvy  Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Considers impact of union when addressing employee performance expectations. * Considers staff concerns regarding organizational changes. |
| **Level 2 –Foundational** | * Reacts appropriately to political issues that may impact internal and external stakeholders. * Develops relationships with political leaders across the organization. |
| **Level 3 – Intermediate** | * Evaluates political implications by considering different courses of action on a key issue. * Meets with key decision makers to ensure approval of required resources to achieve goals. * Uses understanding of organization’s politics to provide guidance on security-related issues (e.g., understanding unions). * Demonstrates understanding of the ramifications that decisions can have on an organization. * Demonstrates understanding of political situations that impact work teams in relation to IT systems (e.g., understanding unions). * Discusses changes that impact work teams, addresses issues or concerns, and provides feedback to planners and systems owners. * Considers political implications when communicating with leadership (both internal and external) and providing guidance to management (e.g., understanding unions). * Demonstrates understanding of both internal (e.g., OI&T) and external (e.g., VA facility/office staff, non-VA university affiliates and vendors) customers. |
| **Level 4 – Advanced** | * Ensures staff understands documentation and required metrics to analyze political issues. * Meets with community leaders to discuss political issues and address concerns. * Establishes a clear vision for the organization by meeting with managers agency-wide to ensure initiatives are understood. * Addresses controversial political issues by conducting research and considering best practices. * Meets with and interacts with all levels of the agency to understand the political climate. * Follows what is going on in the political climate (e.g., congressional budgets, news media) and how it impacts OI&T staff and its operations. |
| **Level 5 – Expert** | * Understands political issues and effectively works with Congress to receive legislative approval. * Leads reorganization of an agency by meeting with stakeholders to understand perspectives and reach consensus on organization-wide plan. * Responds to allegations during Congressional hearing. |

| Technology Management  Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Streamlines communication to eliminate redundant information. * Promotes IT security by disseminating IT security information and reinforcing it. * Understands and utilizes available technology to improve processes. * Participates in System Security Plans, risk assessments, and incident management to ensure security issues are reviewed and addressed. * Simplifies technical documents for end users. * Embraces and uses new technology to improve customer service. |
| **Level 2 –Foundational** | * Works with contractors to implement an IT system change to meet requirements of a new legislative mandate. * Researches IT systems to meet specific program needs. * Adapts processes to keep pace with new technological developments. |
| **Level 3 – Intermediate** | * Applies technical knowledge of IT system to ensure access to and security of the system. * Uses IT knowledge to streamline nationwide data collection processes and increase output. * Develops automated system formulas to calculate costs. * Manages the implementation of a new electronic processing system in the agency. * Applies policies, waivers, and risk-based decisions to ensure security of technology systems. * Applies detailed knowledge of VA IT and security of systems. |
| **Level 4 – Advanced** | * Improves ability of agency to gather and act on data from stakeholders by using online surveys and related IT tools. * Improves agency productivity by expanding the use of existing IT applications for use by clients and staff. |
| **Level 5 – Expert** | * Prioritizes and approves agency investment in IT applications and systems. * Identifies IT system shortcomings, researches options, and advocates a redesign and restructure of the process to implement new system. * Reforms infrastructure and develops innovative IT business systems by leveraging expert IT knowledge and sharing information with staff. |

# VA OI&T Technical Competencies

**Technical competencies are role-specific. Each competency profile contains only a subset of OI&T’s Technical competencies that have been identified as important for the role.**

| 508 Accessibility  Knowledge of tools, equipment, and technologies used to ensure that all users can access and use computer equipment, products, and systems as dictated by 508 requirements. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies instances of conformance or non-conformance to accessibility, security or compliance requirements and standards. * Demonstrates understanding of appropriate channels to address issues related to 508 compliance and disability access. * Demonstrates understanding of how accessibility may impact the security of a website. |
| **Level 2 –Foundational** | * Communicates with users to gather specific information on accessibility issues, and describes to others the compliance and accessibility requirements. * Explains or illustrates to peers how technology integrates with accessibility and established security. * Demonstrates understanding of accessibility situations that may result in security issues (e.g., voice recognition software) |
| **Level 3 – Intermediate** | * Applies knowledge of tools and approaches in a variety of situations, e.g., during development or redesign, ongoing monitoring, or evaluation of legacy sites or dynamically generated web pages. * Develops approaches to identify potential accessibility problems on a website. * Monitors feedback from users and recommends suggestions to improve website or software usability. |
| **Level 4 – Advanced** | * Repairs or corrects inaccessible websites that require significant effort, especially sites that were not originally “coded” properly with standard XHTML markup and sites with certain types of content, such as multimedia. * Provides guidance on selecting appropriate tools and technologies to help evaluate web and software accessibility. |
| **Level 5 – Expert** | * Designs or implements accessibility features to meet different user needs, preferences and situations during website development or redesign. * Directs the composition and operation of teams of reviewers evaluating computer, web, and software accessibility. * Develops policy and guidance on including developers and users with disabilities in accessibility evaluation throughout web development or redesign. |

| Accounting Principles and Operations  Knowledge of generally accepted accounting principles, standards, processes, and practices to include the full accounting cycle. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies key terms associated with accounting operations. * Demonstrates awareness of accounting principles, standards, and practices. |
| **Level 2 –Foundational** | * Supports accounting operations with supervisor or peer guidance. * Adheres to accounting principles, standards, and processes in day-to-day role. * Communicates about accounting principles and operations. |
| **Level 3 – Intermediate** | * Independently applies accounting operations and adheres to accounting principles, standards, and processes. * Contributes knowledge or new ideas about accounting principles and operations. |
| **Level 4 – Advanced** | * Navigate complex situations requiring the use of accounting principles, standards, and practices. * Provides advice others on accounting principles and operations. |
| **Level 5 – Expert** | * Is viewed as an expert in accounting principles and operations by others outside of immediate team. * Acts as a role model and regularly lead others in accounting operations. |

| Acquisition Strategy  Knowledge of the principles and methods for developing an integrated acquisition management plan that describes the business, technical, and support strategies, including the relationship between the acquisition phases, work efforts, and key program events (e.g., decision points, contract awards, test activities). | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies the principles and methods associated with acquisition strategy and acquisition management planning. * Assists in the maintenance of contract administrative actions, including data gathering and contract monitoring. |
| **Level 2 –Foundational** | * Provides support for the development, implementation, and monitoring of acquisition strategies, contract Statements of Work (SOWs) or Statements of Objectives (SOOs). * Independently identifies key features of an Acquisition Strategy that incorporates risk mitigation. |
| **Level 3 – Intermediate** | * Tracks complex contract administration actions and processes associated with acquisition planning. * Uses relevant data to help build a case for an integrated acquisition management plan. |
| **Level 4 – Advanced** | * Provides input to senior leadership that describe business, technical, and support strategies between the acquisition phases * Identifies key features of pre-award actions, contracting methods, and policy requirements. |
| **Level 5 – Expert** | * Recommends agency pre-award actions considering contract terms and conditions. * Coordinates the final preparation of a comprehensive program specification, SOO, or SOW. * Develops protocol for managing the coordination and development of the acquisition strategy, including the development of exit criteria for each acquisition phase. |

| Administrative Support  Knowledge, capabilities, and practices associated with administrative and clerical support to a manager and/or organization to facilitate the mission, goals, and customer satisfaction; supports day-to-day operations of the organization and its staff; performs and facilitates execution of diverse administrative activities and procedures for the operation of an office or facility (e.g., handles routine internal, external, and controlled communications, and schedules and coordinates meetings, logistics, travel, timekeeping, invoicing, procurement, space, facilities, and property management); acts as an information resource. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Demonstrates awareness of key day-to-day operations of own organization and its staff, and the administrative support they require. * Describes routine administrative support activities. |
| **Level 2 –Foundational** | * Performs routine administrative support activities and provides complex support activities with supervisor or peer guidance. * Communicates about the key day-to-day operations of the organization and its staff. |
| **Level 3 – Intermediate** | * Provides administrative support in moderately complex situations. * Shares knowledge or new ideas about improving administrative support in own work team. |
| **Level 4 – Advanced** | * Navigates complex or sensitive situations requiring strong administrative support skills. * Advises others on providing effective administrative support. |
| **Level 5 – Expert** | * Is viewed as an expert in the area of administrative support by other outside of immediate team. * Acts a role model and regularly leads others in providing effective administrative support. |

| Architecture Frameworks  Knowledge of the current architecture elements and frameworks towards the creation of VA enterprise architectures, including an understanding of the foundational frameworks, subordinate segments, and solution architectures; compares and integrates functional area elements for use within VA across organizational boundaries. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes various types of architecture frameworks that can be applied to problem settings. * Describes the tools, schemas, standards, and best practices to be applied in the development, deployment, maintenance, and use of architectures within VA. * Identifies the application of particular features, similarities, and differences of each architectural framework or element. * Works with a supervisor to interpret architecture models. |
| **Level 2 –Foundational** | * Identifies similarities and differences of each architectural framework. * Applies the elements of a particular enterprise architecture framework including its tools, techniques, and methods to develop enterprise architecture with guidance from a peer/supervisor. * Builds enterprise architecture models based on a particular architecture framework. (e.g., business, data, application, technology, and security architectures) with guidance from a peer/supervisor. |
| **Level 3 – Intermediate** | * Selects appropriate enterprise architecture framework for artifact identification, definition, and development. * Collaborates to develop the tools, schemas, standards, and best practices to be applied in the development, deployment, maintenance, and use of architectures within VA. * Collaborates with other functional experts to identify functional elements to be addressed. * Participates in development of processes, standards, and guidelines for artifact development and implementation. |
| **Level 4 – Advanced** | * Coordinates the development of functional area elements of VA architectures and ensures all needed elements are addressed and can be fully integrated. * Collaborates to define the current (baseline) and future (target) states of VA architectures with a focus on agency strategy, program performance improvements, and IT investments. * Leads the development of the frameworks and elements that will be used to develop, deploy, update, and utilize VA enterprise architectures. * Develops the associated enterprise architecture modeling notation that enables common understanding and collaboration. * Ensures frameworks enable a service-oriented architecture environment within VA. |
| **Level 5 – Expert** | * Determines the choice of enterprise architecture frameworks applicable to address legislative requirements and guidance, as well as organization strategic and business needs. * Sets enterprise architecture policies, principles, and governance processes for the organization. * Determines the role of enterprise architecture framework in enabling the achievement of mission objectives. * Ensures key elements of VA’s strategic plan are reflected in VA architectures and subordinate and solution architectures. |

| Business Process Reengineering  Knowledge of methods, metrics, tools, and techniques of business process reengineering. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Lists the approaches, methodologies, and principles for conducting business process reengineering activities. * Gathers data as directed by others to assess costs and risks associated with implementing various reengineering activities. |
| **Level 2 –Foundational** | * Discusses the approaches, methodologies, and principles to conducting business process reengineering activities. * Describes and differentiates between appropriate data gathering and analysis approaches to assess the root causes of an organizational issue or problem as directed by others. * Conducts preliminary root cause analysis with supervisor or peer guidance. |
| **Level 3 – Intermediate** | * Applies business process reengineering approaches, methodologies, and principles to work. * Develops cost forecast and risk assessment reports related to business process reengineering activities or projects. * Customizes a business process reengineering approach or methodology based on the characteristics of the issues/problems being addressed. |
| **Level 4 – Advanced** | * Analyzes costs and risks associated with implementing and prioritizing various business process reengineering activities. * Examines root causes of issues or trends to determine business process reengineering opportunities. * Establishes methodologies, approaches, and practices for conducting business process reengineering activities. |
| **Level 5 – Expert** | * Leads and advises others on efforts related to business process reengineering. * Designs and implements business process reengineering initiatives based on updates to strategic initiatives and feedback to improve processes and systems. * Creates a methodology for educating others on the principles, trends, and leading practices in business process reengineering to enhance the management the process. |

| Capacity Management  Knowledge of the principles and methods for monitoring, estimating, or reporting actual performance or the performance capability of information systems, networks, or components. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Lists and defines basic concepts of capacity management principles, methods, and tools. * Describes factors that influence organizational demand for resources (e.g., bandwidth, processing power, memory, network connections, and hardware). * Lists and defines common metrics used to measure system performance and/or usage (e.g., available disk space, processing power used, and network traffic). |
| **Level 2 –Foundational** | * Describes principles and practices for capacity management. * Applies tools and organizational standards and procedures for monitoring, reporting, and managing resource usage, activity, and performance levels with supervisor or peer guidance. * Evaluates system performance and usage against baseline metrics. * Performs installation and configuration of hardware and/or software components to address capacity management problems, with supervisor or peer guidance. |
| **Level 3 – Intermediate** | * Monitors and reports performance and usage of information systems and components. * Troubleshoots capacity and performance issues as appropriate. * Interprets and applies standards and procedures for capacity and performance management. * Anticipates the impact of changes to IT services on the performance of IT systems, services, and components within one’s team. * Installs and configures hardware and/or software components to address systemic and/or capacity management problems. |
| **Level 4 – Advanced** | * Analyzes performance monitoring data and volumes from multiple systems to identify and troubleshoot capacity management problems. * Evaluates and recommends solutions to capacity management issues within an IT system or multiple IT systems. * Oversees capacity management activities for a location and/or multiple IT systems (e.g., sets benchmarks and limits for performance and capacity usage). * Initiates proactive measures to ensure system and/or components fulfill organizational needs. |
| **Level 5 – Expert** | * Performs trend analysis of IT capacity usage/performance to estimate future IT capacity needs. * Translates business requirements and plans into long-term capacity and performance management plans to ensure that the organization maintains sufficient IT capacity to support mission needs. * Develops and maintains policy regarding capacity management activities. |

| Capital Planning and Investment Assessment  Knowledge of the principles and methods of capital investment analysis or business case analysis, including return on investment analysis. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Recognizes and supports the stages of the investment review process. * Collects data in support of capital planning and investment analysis. * Identifies legislation, policies, and guidance relevant to capital planning and investment analysis. |
| **Level 2 –Foundational** | * Explains the relevant elements of business case analysis. * Collects and helps to interpret data in support of financial forecasting efforts. * Identifies and collects data in support of business case development. * Discusses how capital planning projects relate to the OI&T and VA mission. |
| **Level 3 – Intermediate** | * Implements procedures for collecting data in support of capital planning and investment analysis, in accordance with established best practices. * Contributes to the development of business cases. * Identifies and communicates metrics used in forecasting and business case analysis. |
| **Level 4 – Advanced** | * Evaluates business case documentation (e.g., business requirements, justifications, and root cause analyses) for accuracy and appropriateness. * Supports the appropriation process by designing data collection processes and recommendations (e.g., historical costs, rate of inflation, and prioritization of projects). |
| **Level 5 – Expert** | * Evaluates business cases against established metrics. * Evaluates financial and risk data in support of capital investments. * Creates business cases in support of comprehensive OI&T-level capital expenditures. * Contributes to business case development for cross-functional business cases in support of VA's strategic expenditures. * Evaluates planning projects in terms of their support of the OI&T and VA mission. |

| Change Management  Knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * With guidance, gathers data from change readiness and impact assessments to identify issues facing specific programs or projects. * Identifies the methods and terminology required for success in a change management process. |
| **Level 2 –Foundational** | * Applies basic change readiness and change management strategies and methodologies. * Assesses and interprets end-user needs to support the preparation of change strategies and plans. * Analyzes outcomes to anticipate and/or identify conflicts to the change management plan. |
| **Level 3 – Intermediate** | * Assists leadership in developing strategic communication plans for IT projects and programs. * Plays an active role in developing and implementing change and change readiness processes. * Provides input to leadership on a change effort to identify affected services and/or potential impacts and minimizing disruption. |
| **Level 4 – Advanced** | * Designs, leads, and implements complex change projects within area of responsibility or area of expertise. * Implements organization diagnostic and analytical tools and techniques based on change management requirements. * Develops solutions to minimize disruption of any identify affected services and/or potential impacts to the agency. |
| **Level 5 – Expert** | * Advises agency leaders on changes and tactics to support project or program development and implementation. * Serves as a thought leader in developing and leading agency-wide IT change strategies. * Establishes guidance for implementation and evaluation of agency-wide change management initiatives. |

| Compliance  Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with federal laws, regulations, and guidance. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Researches appropriate regulations, standards, and codes to support requirement development. * Recognizes federal laws and regulations related to compliance. |
| **Level 2 –Foundational** | * Monitors agency regulatory compliance using established protocols and provides applicable reports to senior leadership with the assistance of peers and supervisors. * Applies knowledge of regulatory compliance standards to identify potential areas of non-compliance with the assistance of peers and supervisors. |
| **Level 3 – Intermediate** | * Provides technical consultation and guidance, and makes recommendations on compliance regulations and legal requirements to internal and external stakeholders as needed or requested. * Provides compliance support as needed with planning, quality assurance, and inspection. * Implements policies and procedures to ensure compliance with regulations and legal requirements. |
| **Level 4 – Advanced** | * Supervises project teams in correctly identifying and applying appropriate laws, regulations, and guidelines. * Develops complex and integrated solutions to meet compliance regulation standards in collaboration with internal and external stakeholders. * Evaluates compliance issues and tracks corrective plans to inform senior leadership of status. * Interprets regulatory requirements to ensure VA organizational compliance. |
| **Level 5 – Expert** | * Establishes teams to effectively address significant compliance issues through coordinated efforts among internal and external stakeholders. * Serves as an expert on laws and regulations when engaging in the support IT regulatory compliance. * Provides input on complex issues related to IT compliance by serving as a liaison to federal, state, and local agencies. |

| Computer Forensics  Knowledge of tools and techniques used in data recovery and preservation of electronic evidence. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates basic concepts of the full forensic process, including investigation and analysis and reporting. * Articulates the rationale and principles governing computer forensics. * Recognizes and adheres to established procedures related to computer forensic activities. * Demonstrates an awareness of VA’s process in forensics, including chain of custody and role in forensics. |
| **Level 2 –Foundational** | * Uses of computer forensic tools and techniques (e.g., network monitoring, data capture and analysis, hard drive analysis, memory analysis) for elements of data acquisition, preservation, and recovery, under guidance and supervision. * Explains and/or demonstrates basic concepts of chain of custody and preservation of digital evidence to promote understanding among peers, team members, and others. |
| **Level 3 – Intermediate** | * Conducts portions of the forensics process that may include electronic media review, registry review, password cracking, and keyword searches. * Acquires, classifies, and reports findings of electronic evidence to various audiences. * Escalates newly discovered areas that threaten system security. |
| **Level 4 – Advanced** | * Monitors industry trends and experiences with computer forensics for potential impact on organization, and recommends appropriate actions for consideration. * Analyzes computer forensics evidence, interprets findings, and presents facts and opinions about the information to various audiences. * Implements strategies for preservation of evidence and data recovery. |
| **Level 5 – Expert** | * Collaborates with other federal, state, local, and private sector law enforcement and other computer forensic entities to resolve issues. * Coordinates and builds internal and external consensus for an organization-wide computer forensics program. |

| Computer Languages  Knowledge of computer languages and their applications to enable a system to perform specific functions. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Uses general programming tools, such as tools that automatically generate code. * Recognizes programming language(s) used for applications in one’s program area. * Articulates basic constructs of structured programming, with supervisor or peer guidance. |
| **Level 2 –Foundational** | * Reads programs or writes logically correct programs with supervisor or peer guidance. * Interprets application system design and program specifications with supervisor or peer guidance. * Works with scripting, syntax, structure, and features of at least one language to produce or support software products. * Explains requirements of computer language(s) and recommends computer language(s) for consideration by developers or programmers. |
| **Level 3 – Intermediate** | * Independently interprets application system design and program specifications. * Applies logical reasoning to learn unfamiliar language. * Follows protocol to modify or add code for maintenance activities to include upgrading or fixing software applications. * Reads and applies structured programming specifications. |
| **Level 4 – Advanced** | * Designs and develops complex, cross-functional applications. * Provides guidance to others with respect to scripting, syntax, structure, and features of multiple new and legacy languages used at VA. * Provides written instructions to team members for program code. * Directs development of patches to correct multiple versions of applications or systems. |
| **Level 5 – Expert** | * Advises others in problem solving within structured programming. * Determines choice of programming platform and language for a given application. * Identifies innovative solutions to design and develop applications. |

| Computers and Electronics  Knowledge of computer components, hardware, software, applications, and programming. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies installed computer components as well as peripherals and external devices. * Identifies common software programs and applications. * Recognizes differences between hardware and software issues. |
| **Level 2 –Foundational** | * Installs, connects, or supports a variety of hardware components and/or software programs, with supervision. * Explains basic programming concepts and procedures to customers or colleagues. * Interprets application or programming problems/complaints to isolate issues and enables appropriate resolution (e.g., differentiates between hardware and software problems). |
| **Level 3 – Intermediate** | * Installs, connects, or supports hardware components and/or software applications. * Conducts diagnostic tests to determine overall system or software performance. * Resolves hardware and/or software problems for customers or colleagues. * Discusses vendor products and how these products impact own support and/or maintenance of equipment and software. |
| **Level 4 – Advanced** | * Monitors industry trends, vendor directions, and market experience related to hardware components and/or software applications. * Analyzes and/or reports on larger team’s experience with major information technologies and products (e.g., hardware, software, corporate/enterprise applications, various programming languages, and operating systems). |
| **Level 5 – Expert** | * Advises on, plans for, and/or approves selection of computer infrastructure to include hardware and/or software. * Develops and/or approves standards and practices for the use of computer technologies and services, and software applications and programs. |

| Configuration Management  Knowledge of the principles and methods for planning or managing the implementation, update, or integration of information systems components. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes the importance of organizational visibility and control of system performance, reliability, and functionality as related to configuration management. * Articulates components of configuration management. * Defines the use and functionality of configuration management tools related to one’s area (e.g., System Center Configuration Manager software). |
| **Level 2 –Foundational** | * Explains tools, resources, and techniques used to manage and control the software library. * Describes the configuration change control processes. * Performs configuration status accounting, with guidance or supervision. * Follows the software configuration management (SCM) plan with, supervisor or peer guidance. |
| **Level 3 – Intermediate** | * Executes standard operating procedures (SOPs) to conduct changes to software configurations. * Completes configuration management activities and/or uses configuration management software as related to one’s own work. * Describes the impact of systems changes or system upgrades to own work and supports configuration management activities accordingly. |
| **Level 4 – Advanced** | * Provides projections for usage statistics, bandwidth, and system capabilities to drive configuration activities. * Develops documentation for and/or provides guidance to others on the status of current components in preparation for system change. * Conducts full spectrum of configuration management activities * Participates on a Change Control Board (CCB). |
| **Level 5 – Expert** | * Develops and manages organization’s SCM plan. * Establishes/oversees configuration management policy implementation and compliance. |

| Consulting  Providing advice, expertise, methodologies, and problem-solving assistance to clients/customers within and outside the agency. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies customers within VA’s organizational structure. * Builds rapport with customers. |
| **Level 2 –Foundational** | * Describes the human resources (HR) products and services available for the customer. * Exhibits confidence and knowledge of HR policy, rules, and regulations. |
| **Level 3 – Intermediate** | * Determines the needs, defines the challenges facing the HR customer, and identifies potential solutions to meet the customer's HR needs. * Develops solutions to meet the immediate and future HR needs of the customer. |
| **Level 4 – Advanced** | * Implements innovative solutions based on customer's HR needs. * Advises management on complex HR issues. |
| **Level 5 – Expert** | * Maintains relationships with management and key decision makers to keep abreast of their strategies and needs. * Leverages relationships with managers to increase internal visibility. |

| Contracting/Procurement  Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Recognizes and identifies various types of contracts. * Follows established procedures for working with contractors. |
| **Level 2 –Foundational** | * Communicates procurement needs to suppliers based on organization’s requirements. * Interprets and evaluates suppliers’ price proposals, financial reports, and other information based on established criteria. * Differentiates various types of contracts, and explains contracting or procurement procedures to others. * Review contracts, statements of work, and associated documentation for security concerns and security language. |
| **Level 3 – Intermediate** | * Develops procurement requirements based on team or organizational needs. * Administers various types of contracts, and implements established techniques for contracting or procurement, contract negotiation, and administration. * Examines whether contracts have been breached, and determines corrective action for consideration by management. * Reviews records of purchases, deliveries, product performance, and inventory. * Provides security guidance or interpretation to contracting officer. |
| **Level 4 – Advanced** | * Negotiates and selects cost-effective or best value contracts on behalf of work team or organization. * Oversees contract and/or procurement execution for compliance, efficiency, and effectiveness. * Participates in lock downs for large contract purchases. * Collaborates with business partners to establish policies and procedures regarding involvement in contracting. |
| **Level 5 – Expert** | * Approves new contracts with vendors and suppliers on behalf of organization. * Advises on appropriate use of various contracts, enabling the organization to position itself for best value. * Analyzes industry trends in contracting or procurement techniques, and recommends improvements that enhance existing techniques or procedures. |

| Cost-Benefit Analysis  Knowledge of the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates basic concepts underlying cost-benefit analysis. * Adheres to approved methods used by organization for cost-benefit analysis. * Identifies tools, techniques, and metrics used in simple cost-benefit analysis. |
| **Level 2 –Foundational** | * Explains the benefit of cost-benefit analysis. * Demonstrates how common metrics are applied to cost-benefit analysis of projects, with supervisor or peer guidance. * Differentiates tangible and intangible costs and benefits for a project, with supervisor or peer guidance. |
| **Level 3 – Intermediate** | * Calculates costs and benefits of a project, decision, or initiative using qualitative and quantitative criteria to determine soundness or feasibility. * Collects and verifies accuracy and completeness of data in support of analysis. * Applies appropriate cost-benefit metrics across a range of projects in a consistent manner. |
| **Level 4 – Advanced** | * Develops guidelines for collecting and verifying accuracy of data in support of established metrics. * Analyzes and/or compares costs and benefits of project options, ranks outcomes, and justifies recommendation of the best alternative. * Generates comparative graphs that show metrics for each option under consideration. * Uses qualitative and quantitative approaches to risk analysis. |
| **Level 5 – Expert** | * Designs quantitative and qualitative approaches and metrics for economic or risk analysis, as part of overall cost-benefit analysis. * Advises others in developing data-driven justifications for systems in terms of buy vs. lease and upgrade vs. replace. * Discusses and reports on organizational impact of complex project options. |

| Data Analysis  Seeks, collects, synthesizes, and/or analyzes qualitative and quantitative data and information from a variety of sources to reach a decision, make a recommendation, and/or compile reports, briefings, executive summaries, and other correspondence. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes key terms associated with data analysis. * Demonstrates awareness of data analysis methodologies used in own work. |
| **Level 2 –Foundational** | * Analyzes data from a variety of sources to reach a decision or make a recommendation, with supervisor or peer guidance. * Articulates types of data analysis required own my work. |
| **Level 3 – Intermediate** | * Analyzes data from a variety of sources to reach a decision or make a recommendation. * Contributes knowledge or new ideas in the area of effective data analysis skills. |
| **Level 4 – Advanced** | * Navigates situations requiring complex data analysis. * Advises others on analysis of data. |
| **Level 5 – Expert** | * Is viewed as an expert in the area of data analysis, beyond immediate team. * Leads others in analysis of data. |

| Data Handling  Knowledge of the principles, procedures, and tools of data handling, such as modeling techniques, data mining, and data standardization processes. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Defines the concepts of database design as applicable to current task. * Identifies the uses of database management systems and software to control the organization, storage, retrieval, security, and integrity of data. * Defines new data fields for a data structure. * Recognizes differences between data types. |
| **Level 2 –Foundational** | * Describes the role of database design in the context of the System Development Life Cycle. * Queries VA's data for data inconsistencies, with guidance from peer/supervisor. * Interprets and adheres to data manipulation and formatting standards with guidance from peer/supervisor. * Demonstrates use of data manipulation tools in one’s program area. |
| **Level 3 – Intermediate** | * Manipulates databases using VA software applications. * Illustrates how logical models, physical models, and data elements, interface with current systems. * Solves errors generated by a database to ensure an application continues to function. |
| **Level 4 – Advanced** | * Develops data models for user applications, and/or guides teams in development phase. * Organizes and/or leads teams in data handling activities. * Analyzes different approaches to data handling and advises on the most appropriate options to address particular needs. |
| **Level 5 – Expert** | * Establishes standards for data handling and builds consensus for adoption across the team or organization. * Designs strategies, goals, and objectives to improve and prioritize data handling activities. * Reports on trends in modeling techniques, data mining, and/or standardization processes and advises on appropriate actions for team or organization. |

| Data Management  Knowledge of the development and execution of data management plans, programs, practices, and tools that control, protect, deliver, and enhance the value of data and information assets. Such plans and tools may include modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates principles, procedures, and tools of data management. * Describes, identifies, and follows common data modeling and data management techniques and standards. * Defines metadata and its role in data management. |
| **Level 2 –Foundational** | * Performs data management tasks and activities with supervisor or peer guidance. * Follows established standards and processes to develop and implement data repositories, data dictionaries, and data analytics/reports. |
| **Level 3 – Intermediate** | * Conducts data management tasks and activities. * Implements and executes data integrity rules, monitors data errors, and prepares periodic reports. * Conducts data analytics and develops taxonomies for data management. * Performs content management, records management, and reporting activities. |
| **Level 4 – Advanced** | * Analyzes organizational, regulatory, business and/or user requirements and translates them into appropriate data models and/or data repositories. * Performs data analytics, data architecture, and data standardization tasks. * Monitors data changes for authenticity and appropriateness for problem solving. * Manages data quality initiatives (e.g., to address implications of disparate data on decision making) and presents applicable solutions to address issues. * Guides the implementation of established data integrity rules and monitors data errors. |
| **Level 5 – Expert** | * Develops policies and standardized processes for data management. * Evaluates organizational data management requirements and trends and recommends methods, processes, and tools for data management. * Leads data management, data architecture, data analytics, and data warehousing projects. * Creates formal naming structures for searching and access purposes, and comprehensive data definitions to improve productivity of organization. * Develops data integrity rules that minimize costly data errors. |

| Database Administration  Knowledge of the principles, methods, and tools for automating, developing, implementing, or administering database systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Follows established policies and procedures to perform basic backup and recovery functions. * Articulates basic concepts of databases and repositories. * Recognizes and logs database administration-related IT issues requiring escalation to specialized database support. * Recognizes appropriate query tools and methods for data collection and report generation. |
| **Level 2 –Foundational** | * Explains principles and practices employed in managing data. * Uses tools for access to and updating of local repositories. * Performs technical troubleshooting related to database administration, with supervisor or peer guidance. * Communicates with database vendors and explains performance issues requiring technical support, with supervisor or peer guidance. * Collects information and reports using database query tools and methods, with supervisor or peer guidance. |
| **Level 3 – Intermediate** | * Interprets and applies standards and procedures for database server installation, administration, and upgrading. * Enrolls users, controls and monitors user access to the database, and maintains system security. * Monitors and optimizes database performance utilizing appropriate methods. * Monitors backup and recovery of database information, and resolves or escalates issues as appropriate. |
| **Level 4 – Advanced** | * Allocates system storage and plans future storage requirements for database systems. * Manages database security, sets access controls and constraints, and assigns privileges. * Reviews system performance reports, and proposes solutions or approaches to address outstanding issues. |
| **Level 5 – Expert** | * Directs administration of database models used across team or larger organizational group. * Establishes policies and procedures for evaluating, selecting, and integrating database management systems. * Directs installation, configuration, and upgrading of database server software and related products. * Evaluates database features and database related products. |

| Database Management Systems  Knowledge of the uses of database management systems and software to control the organization, storage, retrieval, security, and integrity of data. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Defines the essential components of a database management system. * Recognizes and logs database management systems-related IT issues requiring escalation to specialized database support. * Recognizes common database management system models. * Identifies commonly available database management systems. * Communicates the basics functions of database management systems related to database storage, transactions, query optimization, and operations and maintenance. |
| **Level 2 –Foundational** | * Describes organization-specific database management systems and their role in the organization’s IT services. * Describes the policies, procedures, and standards (internal and external to the organization) for the use of database management systems and/or software. * Writes detailed tickets or work orders describing database management systems issues. * Participates in building, maintaining, and/or upgrading a database management system, with supervisor or peer guidance. * Retrieves routine data reports in various formats and, with guidance, explains procedures and content to others. |
| **Level 3 – Intermediate** | * Implements maintains, and/or upgrades a database management system, independently or as part of a team. * Tests and applies database management software upgrades and patches. * Administers security and users access and recovers information in case of system failure. * Utilizes query and reporting tools or programs to access, modify, and analyze stored data. * Tests the integrity of stored data, highlights existing or potential issues, and presents solutions as appropriate. |
| **Level 4 – Advanced** | * Selects appropriate software, models, or other tools for creating or updating a database management system. * Analyzes organizational database management systems to identify opportunities for improvement and/or new uses. * Compares alternative models, features, and tools for a database management system and provides recommendations. * Organizes and oversees the development, maintenance, and/or upgrade of a database management system. * Monitors reports on the integrity of stored data, and reviews and advises on most effective ways to address discrepancies. |
| **Level 5 – Expert** | * Directs efforts to design, develop, maintain, and/or upgrade a database management system. * Establishes organizational policy with regard to the design, development, maintenance, and alteration of a database management system or systems. * Supports and recommends use of database systems to control data access, enforce data integrity, recover the database after failures, and restore it from backup files, as well as maintain database security. |

| Distributed Systems  Knowledge of the principles, theoretical concepts, and tools underlying distributed computing systems, including their associated components and communication standards. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Understands basic theoretical concepts of distributed computing systems (e.g., resource sharing, concurrence, multithreading, transparency, fault tolerance). * Identifies components and tools underlying distributed systems, including basic architectures, such as n-tiered, client-server, clusters, etc. * Lists communication and security standards applicable to distributed computing systems. |
| **Level 2 –Foundational** | * Configures and trouble-shoots distributed systems components with direct supervisor oversight. * Applies communications and security standards to existing distributed systems components. * Maintains distributed systems components with direct supervision. |
| **Level 3 – Intermediate** | * Designs, develops, tests, and implements distributed systems components with guidance of supervisor or peer. * Applies knowledge of principles, theoretical concepts and standards of distributed computing in day-to-day operations and maintenance of distributed systems and components (including hardware, software, middleware, operating systems, communications, and security). * Configures and trouble-shoots distributed systems components. * Monitors performance of distributed systems components at multiple layers of processing and communication and recommends improvements. |
| **Level 4 – Advanced** | * Implements and tests complex distributed system components, such as load-balancers, nodes, and clusters. * Architects components and small-scale distributed computing systems. * Applies knowledge of higher level abstractions (e.g., distributed file systems, process scheduling, and peer-to-peer overlay networks) to distributed systems for development and maintenance. * Manages distributed systems components and tools at multiple layers. |
| **Level 5 – Expert** | * Designs and optimizes large-scale distributed computing systems that span across multiple technologies, tools, and architectures (e.g. client-server, n-tier, clusters, peer-peer). * Proactively identifies future trends and innovative solutions in distributed computing systems, assesses their impact, and recommends improvements. * Determines choice of principles, theoretical concepts, standards, tools, and distributed computing systems components for a given problem setting. * Provides expert technical advice on distributes systems principles, methods, and architectures (e.g., peer-to-peer systems, sensor networks, grid, cloud). |

| Education and Training  Knowledge of teaching, training, researching, making presentations, lecturing, testing, and other instructional methods. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies education and training tools, resources, and modalities available to the OI&T workforce. * Identifies approaches to maintain continuous learning that supports attainment of mission-critical competencies. * Explains the importance of building knowledge capital among the IT workforce. |
| **Level 2 –Foundational** | * Identifies courses of study, skills courses, and professional certifications relevant to own field. * Researches proven instructional methods and practices specific to developing high-caliber IT professionals. * Discusses the importance of professional development opportunities and career management support in creating an attractive work environment for potential and current employees. |
| **Level 3 – Intermediate** | * Identifies mission-critical competencies that employees must possess to meet organizational needs. * Implements a learning plan tailored to meet both organization and individual employee needs. * Mentors and guides employees in their career progression and knowledge management within the organization. |
| **Level 4 – Advanced** | * Analyzes the impact of multiple continuous learning approaches on the attainment of mission-critical competencies. * Provides consultation on instructional methods and practices specific to developing high-caliber IT professionals. * Provides consultation on development of a flexible plan tailored to meet both organizational and individual employee needs. |
| **Level 5 – Expert** | * Ensures alignment of continuous learning approaches with the organization's mission and attainment of current and future mission critical competencies. * Evaluates workforce education and training tools to select the most appropriate method(s) for a given population and topic. |

| Electronic Commerce (E-Commerce)  Knowledge of the principles, methods, and tools for conducting business online, including electronic data interchange. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Defines the major components of conducting business online, including electronic data interchange. * Follows established procedures for conducting e-commerce. * Demonstrates understanding of basic communication handshakes necessary for secure transfer. * Describes issues with secure files and file transfers. |
| **Level 2 –Foundational** | * Interprets IT e-commerce guidelines and uses approved techniques and procedures to execute government business, with supervisor or peer guidance. * Explains organization’s e-commerce initiatives and procedures used to conduct electronic business or to exchange data. |
| **Level 3 – Intermediate** | * Integrates and migrates existing and planned electronic data interchange. * Detects or highlights IT e-commerce issues and considerations, and calculates applicable organizational risk (e.g., security, privacy, data sharing risks). * Assists with Memorandum of Understanding (MOU) and Interconnection Security Agreements (ISAs). |
| **Level 4 – Advanced** | * Designs operating platforms for multiple functions. * Assesses vendor and industry trends and experiences to determine the impact on the organization, and recommends courses of action for consideration. * Selects and manages e-commerce service agreements, access, and domains of responsibility. * Collaborates with business partners to ensure policies are followed and data interchange is secure. |
| **Level 5 – Expert** | * Designs and updates the organization’s e-commerce strategy, guidelines, and procedures. * Reports on e-commerce security issues, supports e-commerce security awareness in organization, and collaborates with others to devise strategies to mitigate security risk. |

| Emerging Technologies  Knowledge of emerging technologies (e.g., applications, hardware, software, and telecommunications) and their application to meet organizational requirements. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Implements basic changes in technology with guidance and supervision. * Lists new and emerging technologies that will impact one’s own role or function. |
| **Level 2 –Foundational** | * Implements new technology practices as part of one’s own work (e.g., new security measures). * Explains and/or demonstrates the application of new technologies to promote adoption and use by peers or customers. * Recognizes resources (e.g., weekly threat report) to stay up-to-date on new technologies and potential security threats. * Details new and emerging technology trends that will impact IT support provided to OI&T customers. |
| **Level 3 – Intermediate** | * Applies knowledge of new technologies to recommend solutions or enhancements to existing processes within team. * Assesses potential risks and benefits of emerging technologies (e.g., mobile solutions, virtualization) and/or develops solutions to assist with risk management. * Communicates with others outside of immediate team to obtain information about emerging technologies and new application of IT at OI&T. * Ensures security is addressed for new technologies through system security plan reviews, risk assessments, and incident response. * Demonstrates understanding of security issues and risks in maintaining new technologies. * Keeps abreast of new technologies and explains how they will impact OI&T network management, systems administration, database management, and/or related IT support activities. |
| **Level 4 – Advanced** | * Provides guidance to others on ways that they can stay abreast of new and emerging technologies (e.g., software updates, cloud computing, mobile security, cyber security) that will impact their own work and their team’s work. * Anticipates and briefs team members about how developments in new technology will impact the larger organizational group. * Leads research, development, implementation, and/or adoption of new technologies that advance processes within one’s team or functional area. * Analyzes use of existing technologies and applications, and incorporates results in effective presentations and recommendations for technological improvements. * Provides briefings and/or training sessions on new technologies and emerging trends to teams and larger organizational groups. |
| **Level 5 – Expert** | * Evaluates the impact of major technology trends impacting OI&T (e.g., mobilization, virtualization, cloud computing) and incorporates that knowledge in setting direction for teams and the larger organizational group. * Designs structured approaches to systematically collect and analyze data on new technological developments and applications that impact the OI&T team and larger organizational group. * Reports on trends in emerging technologies (e.g., bring your own device, new assistive technologies, enhanced capacity management) and their applicability to the team or division’s needs in order to facilitate informed decision making by senior leadership. * Collaborates with partners across different OI&T pillars (e.g., Architecture, Strategy & Design [ASD], IT Workforce Development [ITWD], OIS, PD, SDE, and Quality Performance and Oversight [QPO]) to drive direction for one’s own pillar and work towards organizational goals. |

| Encryption  Knowledge of procedures, tools, and applications used to keep data or information secure, including public key infrastructure (PKI), point-to-point encryption, and smart cards. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Defines basic concepts of encryption technology. * Explains the importance of ensuring that encryption procedures and standards are upheld. * Follows established encryption procedures and standards with supervision or guidance. * Responds to routine questions related to encryption (e.g., use of smart cards or Personal Identity Verification). |
| **Level 2 –Foundational** | * Implements or supports at least one type of encryption technology, with supervision or guidance * Differentiates between different types of encryption methods and associated technologies. * Troubleshoots issues related to encryption standards and practices, with supervision or guidance. |
| **Level 3 – Intermediate** | * Utilizes knowledge of encryption principles and techniques (e.g., PKI, symmetric and asymmetric key) for application, integration, and routine administration of the organizational security program. * Supports users at all levels with implementing PKI. * Educates users on methods for protecting sensitive information. * Applies relevant cryptographic/encryption standards, products, and protocols (e.g., digital signatures, Virtual Private Networks (VPNs), smart cards, IPsec, Secure Sockets Layer [SSL]) to operational situations. * Assists users in acquiring certificates and publishing those to Exchange to support signed and encrypted email. * Assists users with rights management for keeping data secure in transit. * Utilizes knowledge of the PKI process and how the exchange of keys occurs. |
| **Level 4 – Advanced** | * Integrates encryption techniques into multiple applications and technologies, and/or across multiple platforms. * Oversees implementation of encryption strategies for compliance, risk, and effectiveness and recommends mitigating action. * Analyzes new technologies, trends, and regulatory issues for impact on an encryption program, and recommends improvements to existing techniques or procedures. * Stays abreast of changes to encryption technologies and explains to others the impact or implications at VA. * Explains integration techniques across platforms to members of larger group or team. |
| **Level 5 – Expert** | * Evaluates and/or designs encryption strategies. * Builds consensus across organization for adoption and implementation of encryption strategies. * Ensures organization is following requirements and policies in VA Directive 6500. |

| Engineering and Technology  Knowledge of engineering concepts, principles, and practices, and of equipment, tools, mechanical devices, and their uses to produce motion, light, power, technology, and other applications. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Demonstrates understanding of the standards and principles of engineering design associated with information technology. * Recognizes problems that have component elements and/or implications beyond personal expertise and correctly identifies the need for supplementary professional input. |
| **Level 2 –Foundational** | * Interprets correct application of the materials, components, devices, systems, processes, resources, and equipment relevant to information technology. * Explains the role of quality management systems, tools, and processes within a culture of continuous improvement. * Demonstrates understands basic engineering concepts (e.g., System Development Life Cycle, Assessment and Authorization). * Explains monitoring tools and uses knowledge of tools in monitoring, reporting, and auditing. |
| **Level 3 – Intermediate** | * Implements engineering concepts, principles, and practices with knowledge of equipment, tools, mechanical devices, and their uses. * Assesses alternative implementation approaches using specialist engineering technologies and evaluates potential outcomes against appropriate criteria to justify an optimal solution choice. * Applies knowledge of basic engineering concepts (e.g., System Development Life Cycle, Assessment and Authorization). |
| **Level 4 – Advanced** | * Integrates and migrates engineering concepts, principles, and practices with knowledge of equipment, tools, mechanical devices, and their uses. * Applies advanced technical knowledge and skills to deliver engineering outcomes in systems analysis, network security, information systems, or other areas of information technology. * Advises others on the use of network monitoring tools, current operating environment and devices, and how devices interact in a network. |
| **Level 5 – Expert** | * Designs engineering concepts, principles, and practices with knowledge of equipment, tools, mechanical devices, and their uses. * Engages with the organization by applying sciences and engineering fundamentals to interpretation, analysis, and innovative solution of broadly defined problems and engineering technology practice. |

| Enterprise Architecture  Knowledge of principles, concepts, and methods of enterprise architecture to align information technology (IT) strategy, plans, and systems with the mission, goals, structure, and processes of the organization. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies the federal enterprise architecture standards. * Assists in the collection of information regarding the use of IT and IT tools through interviews with internal and external stakeholders. |
| **Level 2 –Foundational** | * Interprets basic architecture documentation (e.g., work flows and diagrams) methodologies. * Recognizes emerging technologies that could impact enterprise IT architecture with more efficient and effective standards. |
| **Level 3 – Intermediate** | * Determines business and technical requirements for new programs (servers, hardware, software, etc.) and systems based on regulatory requirements. * Participates in discussions within the IT architecture community to ensure common understanding of key IT architecture and business issues. * Presents metrics and findings to leadership; reexamines models based on feedback. |
| **Level 4 – Advanced** | * Counsels others on key regulatory requirements and guidance as they relate to enterprise architecture. * Monitors the enterprise architecture transition plan for moving from baseline business and technology operating environment to the target environment. * Recommends process improvements based on previously mapped relationships using IT tools. |
| **Level 5 – Expert** | * Provides guidance and support to inter-agency customers and stakeholders on the use of enterprise systems. * Applies emerging and evolving technologies to current and future business needs at the enterprise, operational, and tactical level. * Influences necessary changes to enterprise architecture; negotiates resolution of issues spanning multiple technology and business domains. * Interacts with stakeholders responsible for organizational policy to determine enterprise architecture needs and functional requirements for new programs. |

| Enterprise Architecture Administration  Knowledge of and ability to apply the principles, methods, and toolsets for automating, developing, implementing, troubleshooting, or administering enterprise architecture (EA) tools, database systems, and other file management systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes basic principles, methods, and tools for developing and implementing EA tools, database systems, and other file management systems. * Applies baseline knowledge of information management and technology processes and related guidelines and policies to tasks. |
| **Level 2 –Foundational** | * Applies basic principles, methods, and tools for automating, developing, implementing, troubleshooting, and administering EA tools, database systems, and other file management systems with direct supervision. * Interrelates tools commonly used in EA administration in the context of a broad array of stakeholder interests, factors, and circumstances impacting the problem presented. |
| **Level 3 – Intermediate** | * Analyzes situations from a multi-disciplinary perspective taking into account the broad array of client interests, factors, and circumstances that are impacting the problem presented. * Selects and utilizes appropriate methodologies, technologies, frameworks, concepts and tools to carry out EA administration activities. * Interprets, follows, and implements guidelines for EA administration activities. * Identifies and mitigates integration issues (e.g. misalignment, duplication, and overlap) among VA and individual directorate, region, or hospital transformation efforts. |
| **Level 4 – Advanced** | * Guides the development of principles, methods, and tools for automating, developing, implementing, troubleshooting, and administering EA tools, database systems, and other file management systems. * Analyzes industry trends and recommends new or revised tools to carry out EA administration activities. * Leads a team of EA staff in following and implementing guidelines for EA administration. * Plans and executes successful projects with measurable benefits within prescribed parameters of resources. |
| **Level 5 – Expert** | * Guides the development of strategies to achieve vision and objectives using a long-term anticipatory view of enterprise strengths and weaknesses and VA environmental challenges and opportunities. * Analyzes industry trends, evaluates, and recommends new or revised tools to carry out EA administration activities at the organizational level. * Defines guidelines and operating procedures for EA administration activities at the organizational level. |

| Enterprise Network Defense  Knowledge of defensive measures to detect, respond, and protect information, information systems, and networks from threats. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Actively collects network security sensor information to track network events and activities and report all incidents to appropriate personnel. * Follows prescribed standard operating procedures (SOPs) to monitor signatures and access control mechanisms that can be implemented on security systems, such as intrusion detection systems (IDS), firewalls, routers, or endpoint in response to new or observed threats within the enterprise. * Provides incident management capabilities through coordination with and support of incident response teams, and supports network administrators in the active defense of the enterprise level network controls. |
| **Level 2 –Foundational** | * Applies knowledge of information assurance and security concepts (e.g., perimeter defense and confidentiality, integrity, and availability) to prevent disclosure and actively protect the infrastructure from malicious activity. * Participates in the analysis, evaluation, development, coordination, and dissemination of security tools and procedures to eliminate system vulnerabilities. |
| **Level 3 – Intermediate** | * Analyzes network alerts from various sources and synthesizes this information to identify known malicious activity within the monitored enclave(s) and develops enclave and enterprise-wide mitigation strategies. * Develops signatures that trigger network-based event alerts. * Captures and analyzes packet data relevant to suspected incidents by correlating information gathered from internal sources to determine the effectiveness of an observed attack and mitigation efforts. * Reviews and tracks audit findings to determine risk levels and recommend changes to the organization’s information assurance standards and procedures. |
| **Level 4 – Advanced** | * Analyzes network alerts from various sources and synthesizes this information to identify known malicious activity within multiple enclaves and develops enterprise-wide mitigation strategies. * Writes or tests signatures that trigger network-based event alerts. * Applies advanced Defense In-Depth and information security knowledge by overseeing and coaching others in network mapping, hardening, configuration, diagnostics, and enterprise-wide mitigation strategies. * Evaluates information systems by referencing information assurance principles and best practices in order to identify residual risks to make recommendations to meet the appropriate organizational security requirements. |
| **Level 5 – Expert** | * Leverages expert knowledge of security management front-end collection and evaluation systems to define and implement strategies for security planning and testing to eliminate information system vulnerabilities. * Leverages expert knowledge of network security to develop procedures and policies for evaluating, coordinating, and disseminating security tools. * Lends expert knowledge of network traffic analysis methods and threat identification to design and oversee the construction of signatures that trigger network-based event alerts. |

| Federal Budget Management  Knowledge of the processes, principles, and practices of federal budget management to include budget formulation, justification activities, out-year planning, investment, cost management, budget execution, and reporting. Understands the relationships among program, budget, accounting, and reporting systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes key terms associated with federal budget management practices. * Demonstrates awareness of federal budget management processes and principles. |
| **Level 2 –Foundational** | * Manages federal budgets and follow federal budget management processes, with supervisor or peer guidance. * Articulates federal budget management practices and processes. |
| **Level 3 – Intermediate** | * Manages multiple federal budgets and adheres to federal budget processes and principles, without instruction. * Contributes knowledge or new ideas about federal budget management practices and processes. |
| **Level 4 – Advanced** | * Navigates complex situations related to federal budget management. * Advises others on federal budget management practices. |
| **Level 5 – Expert** | * Is viewed as an expert in federal budget management practices and processes, beyond own immediate team. * Acts as a role model and regularly lead others in managing complex federal budgets. |

| Financial Analysis  Knowledge of the principles, methods, and techniques of financial analysis, forecasting, and modeling to interpret quantitative and qualitative data; includes data modeling, earned value management, and evaluating key financial indicators, trends, and historical data. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Understands and applies financial, economic, and accounting concepts. * With guidance, learns to identify resources for specific quantitative and qualitative data to integrate into data models and reports. * Studies past reports and analyses to learn available tools and models. |
| **Level 2 –Foundational** | * Identifies appropriate tools, models, data, and standards for forecasting and evaluation exercises. * Collects and organizes quantitative and qualitative data from appropriate sources for models and analyses. * Evaluates and reconciles independent cost estimates with advocacy cost estimates. |
| **Level 3 – Intermediate** | * Uses key financial measures and a consistent, structured financial modeling process to test “what if” scenarios for feasibility and financial decision making * Interprets quantitative and qualitative data into available tools and models to produce statistical analyses and reports. * Routinely surveys stakeholders to add context to data and stay on top of trends and changes to internal and external drivers. |
| **Level 4 – Advanced** | * Recommends best practice industry tools and models to build an understanding of relevant historical projects and existing issues. * Integrates financial and performance data from systems and local and organizational stakeholders into accessory reports that provide context for financial decisions. * Ensures budget submissions for large-scale, complex projects and programs provide adequate forecasting of project needs, and budgets are properly phased. |
| **Level 5 – Expert** | * Establishes protocol to conduct qualitative and quantitative data collection through structured processes. * Assesses how changes in forensic data will impact agency-wide financial planning through trends and interviews. * Collaborates with inter-agency peers to identify innovative financial analysis and forecasting solutions and determines where they might be applied. |

| Financial Systems  Uses financial systems and related software to identify, analyze, evaluate, and report on financial data. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes financial systems that relate to own work. * Demonstrates awareness of different types of data found in various financial systems. |
| **Level 2 –Foundational** | * Identifies, analyzes, evaluates, and/or reports on financial data using financial systems and related software, with supervisor or peer guidance. * Articulates how financial systems and related software are used. |
| **Level 3 – Intermediate** | * Utilizes financial systems and related software, without instruction. * Contributes knowledge or new ideas about using financial systems and related software. |
| **Level 4 – Advanced** | * Navigates complex situations requiring the use of financial systems and related software. * Advises others on identifying, analyzing, evaluating, or reporting data using financial systems and related software. |
| **Level 5 – Expert** | * Provides expert guidance in financial systems and related software, beyond own immediate team. * Acts a role model and regularly leads others in using financial systems and related software. |

| Hardware  Knowledge of specifications, uses, and types of computer or computer-related equipment. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies installed components on a computer. * Describes the basic concepts and components of a network environment. |
| **Level 2 –Foundational** | * Implements new hardware platforms and products, with specific guidance and supervision. * Provides routine support for and installation of hardware equipment. * Interprets specifications of a variety of computer equipment to support troubleshooting or installation activities. |
| **Level 3 – Intermediate** | * Tests, troubleshoots, and resolves issues related to computer equipment. * Monitors hardware platforms and overall system performance and recommends corrective action. * Supports with the scheduling and execution of hardware platform changes. |
| **Level 4 – Advanced** | * Provides guidance to resolve complex and non-routine hardware issues * Organizes and oversees execution of hardware platform changes. * Implements and supports multi-vendor, multi-product hardware infrastructure and/or diverse hardware platforms. |
| **Level 5 – Expert** | * Contributes recommendations related to the organization's hardware architecture and platforms. * Reviews and/or approves standards and practices for the use of hardware technologies and services. |

| Human Factors Engineering  Knowledge of user interfaces and usability standards, guidelines, principles, tools, and techniques to design, implement, update, or improve new or existing products, applications, or systems; efforts are guided by usability considerations such as user control and experience, efficiency, and/or flexibility of use to ensure that systems are intuitive and user-friendly. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies and recognizes the basic principles associated with human factors. * Lists and understands terms, concepts, and basic principles associated with the human-machine interface (HMI) nd human interface design (e.g., graphical user interfaces [GUIs], card readers, character screens). * Connects the interactions between humans and elements of a system. |
| **Level 2 –Foundational** | * Explains the role of human factors and ergonomics in the design of software and systems. * Considers user's capabilities and limitations in seeking to ensure that tasks, functions, information, and the environment suit each user. * Demonstrates appropriate application of human factors concepts with guidance (e.g., GUI objects, layouts, man-machine interface (MMIs)) to improve usability, support, and maintenance. |
| **Level 3 – Intermediate** | * Consults and collaborates effectively with clients and users when developing, selecting, and implementing optimal designs. * Interprets and relates client/user learning needs to user interface design and/or software development. * Applies VA human interface and/or ergonomic design standards to the design of applications and user interfaces. |
| **Level 4 – Advanced** | * Provides guidance to others about best practices for developing systems that optimize both human well-being and system performance. * Analyzes data and user complaints to determine usability flaws in a system and recommends solutions to address them. |
| **Level 5 – Expert** | * Develops VA guidelines for designing systems and software that consider maxims of human performance and cognition to improve usability, reduce errors, and/or increase productivity. * Devises innovative solutions to develop VA systems that address usability, support, and maintenance factors in order to optimize both human well-being and system performance. * Reports on trends in human factors and ergonomics and monitors applicability to organization. |

| Incident Management  Knowledge of the tactics, technologies, principles, and processes to analyze, prioritize, and handle incidents. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Lists incident management principles and processes (e.g., incident detection, classification, analysis, resolution, and recovery). * Reports network alerts from various sources within the enterprise to management. * Assists with incident response and mitigation activities (e.g., researches similar or related network events or incidents in tracking tools, queries proxy logs). * Uses an incident as an opportunity to observe and understand the formal protocols and procedures for an incident investigation. * Describes own role in assessing and responding to incidents. * Demonstrates awareness of forensics when responding to incidents. |
| **Level 2 –Foundational** | * Analyzes log files from a variety of sources (e.g., individual host logs, network traffic logs) to identify threats. * Performs incident triage by determining scope, urgency, and potential impact, and collaborating with incident responders. * Maintains status (situational awareness) of all security sensor events and incidents and provides real-time status reporting on systems, controls, and resources. * Tracks and documents computer security incidents from initial detection through final resolution by following established procedures and protocols. * Recognizes and categorizes types of vulnerabilities and associated attacks, incident response tactics and technologies, and timelines for responses. * Reviews trends and metrics on incidents. |
| **Level 3 – Intermediate** | * Analyzes network alerts from various sources and synthesizes this information to identify malicious activity within monitored enclave(s). * Collects and analyzes intrusion artifacts (e.g., source code, security event logs) to troubleshoot, diagnose, and mitigate computer security incidents. * Implements disaster recovery and business continuity plans to prevent and handle security events and incidents. * Applies knowledge of Defense In-Depth and information security principles, network mapping, and network communication protocols (e.g., Transmission Control Protocol/Internet Protocol (TCP/IP), Dynamic Host Configuration, and Domain Name Server DNS) to harden, configure, diagnose, troubleshoot, and resolve hardware, software, network, and system problems. * Assists in the development of signatures that trigger network-based event alerts. |
| **Level 4 – Advanced** | * Analyzes network alerts from various sources and synthesizes this information to identify malicious activity within the enterprise. * Correlates incident data to identify exploited vulnerabilities and makes recommendations to enable expeditious remediation. * Develops enterprise-wide strategies to prevent and mitigate security incident occurrences. * Possesses advanced knowledge of network traffic analysis methods and threat identification to design and construct signatures that trigger network-based event alerts. * Coaches others on Defense In-Depth methodologies (e.g., network mapping, hardening, configuration, diagnostics, and mitigation strategies). |
| **Level 5 – Expert** | * Reviews and analyzes computer security incident data and reports on incident findings to appropriate constituencies. * Oversees incident prevention and management tasks (e.g., network traffic analysis and threat identification, network mapping, hardening, configuration, diagnostics, and mitigation). * Develops Enterprise Network Defense guidance to prevent, analyze, prioritize, and handle incidents. |

| Information Management  Identifies a need for information management and knows where or how to gather, organize, maintain, or modify information or information management systems to effectively process, store, and/or distribute information. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Gathers information from a variety of sources to identify problems and opportunities. * Organizes and maintains routine information using established guidelines. * Obtains basic information from customers and inputs it into VA’s ticketing tool using established guidelines. |
| **Level 2 –Foundational** | * Uses IT hardware and software to gather, process, or store information (e.g., customer requests, travel vouchers, purchase supplies) with supervisor or peer guidance. * Presents information effectively through a variety of formats. * Arranges information in databases according to previously established guidelines. |
| **Level 3 – Intermediate** | * Consolidates and disseminates pertinent electronic information from various sources to specific individuals, groups, and offices in the workforce. * Performs records management activities. * Gathers, inputs, and/or disseminates a variety of technical information required to troubleshoot and resolve IT issues. * Gathers data to disseminate to supervisors, leadership, and/or decision makers. * Maintains multiple types of data for reports (e.g., user access, security incidents, training, or contracting reviews). * Understands VA Field Security Services (FSS) Directives and standard operating procedures (SOPs) and where to find them. |
| **Level 4 – Advanced** | * Modifies or improves a system designed to manage the gathering, processing, storage, dissemination, and use of information. * Designs a system and develops the requirements (hardware and software) to manage the gathering, processing, storage, dissemination, and use of information. * Establishes SharePoint sites for data collection, data storage, and reporting. |
| **Level 5 – Expert** | * Supports the development and adoption of effective information management tools, processes, standards, and policies. * Devises methods of organizing complex or technical information for which there is no precedent, and maintains complex and/or large information systems. * Designs systems and develops requirements (hardware and software) to manage the gathering, processing, storage, dissemination, and use of information. * Develops complex IT training manuals or standard operating procedures on information management tools, processes, and guidelines. |

| Information Resources Strategy and Planning  Knowledge of the principles, methods, and techniques of information technology (IT) assessment, planning, management, monitoring, and evaluation, such as IT baseline assessment, interagency functional analysis, contingency planning, and disaster recovery. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Demonstrates familiarity with customer IT needs, relevant reference manuals, and information sources. * Describes basic concepts of IT assessment, planning, management, monitoring, and evaluation for both OI&T and customer organization/business service. |
| **Level 2 –Foundational** | * Assists customer organization in IT baseline needs assessments. * Participates, with guidance, in making improvements (e.g., resource delineation, program focus) identified through IT assessment, planning, management, monitoring, and evaluation. |
| **Level 3 – Intermediate** | * Coordinates and monitors the execution of IT resources and plans in both a normal state and in situations requiring adaptation (e.g., contingency planning, disaster recovery). * Interprets guidelines to execute a specific IT program or plan for the customer organization. * Incorporates capital planning into the resources strategy and planning concepts of the organization. |
| **Level 4 – Advanced** | * Cultivates professional network and monitors IT trends to develop IT resource plans and program direction that are future-focused and incorporate best practices from across industry and VA. |
| **Level 5 – Expert** | * Defines information resources strategy to assess, plan, manage, monitor, and evaluate IT for the customer organization. * Plans and implements strategies and allocation of resources for implementation of IT programs and projects. |

| Information Systems/Network Security  Knowledge of methods, tools, and procedures, including development of information security plans, to prevent information systems vulnerabilities, and provide or restore security of information systems and network services. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes basic security concepts behind information systems/networks. * Recognizes and adheres to components of a security plan (e.g., contingency plan, site security plan, risk assessment plan). * Describes Assessment and Authorization (A&A) and other Federal Information Security Management Act FISMA activities. |
| **Level 2 –Foundational** | * Adheres to standards and procedures of information systems and network security. * Interprets information systems/network security guidelines to support, protect, and restore services, with guidance. * Participates in the completion of FISMA activities with supervisor or peer guidance. * Performs continuous monitoring activities with supervisor or peer guidance. * Identifies instances where information systems and/or network security breaches must be escalated to an Information Security Officer (ISO). |
| **Level 3 – Intermediate** | * Coordinates implementation and dissemination of established security tools and procedures to mitigate system vulnerabilities and/or restore information systems and network services. * Applies information systems/network security guidelines to protect and restore services and capabilities. * Reviews and recommends approval of plans, policies, and guidance documents to ensure that VA’s IT systems are utilized and supported consistent with requirements to ensure their integrity, availability, and reliability. * Reviews and provides opinions on guidance documents impacting IT system users. * Participates in the development of information security plans. * Proactively recognizes risks to information systems/network security and escalates to an ISO. |
| **Level 4 – Advanced** | * Interprets, explains, and implements security tools used within one’s own team and larger organizational group. * Establishes and develops strategies for security planning and testing to mitigate information system vulnerabilities. * Assesses the effectiveness of enterprise data security policies, processes, and procedures against established standards, guidelines, and requirements, and recommends changes where appropriate. * Provides oversight and guidance to the implementation and evaluation of new controls. * Reviews, audits, and recommends changes to documentation related to A&A and FISMA. * Provides oversight of vulnerability reporting of facilities within the network. |
| **Level 5 – Expert** | * Coordinates and builds consensus across pillars or larger organizational groups for security planning and implementation. * Leads in the analysis, evaluation, development, coordination, and dissemination of security tools and procedures to mitigate system vulnerabilities. * Evaluates the effectiveness of implemented data protection solutions. * Works with systems development business partners to ensure federal and VA information security are met. |

| Information Systems Security Certification  Knowledge of the principles, methods, and tools for evaluating information systems security features against a set of specified security requirements. Includes developing security certification and accreditation plans and procedures, documenting deficiencies, reporting corrective actions, and recommending changes to improve the security of information systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates basic concepts of information systems security certification. * Identifies and compiles the specified security requirements against which to evaluate a system’s security features. |
| **Level 2 –Foundational** | * Describes the rationale for and the application of security certification principles, methods, and tools to participate in the certification process. * Differentiates security requirements between systems, and explains the meaning of those requirements in the context of security evaluation. |
| **Level 3 – Intermediate** | * Evaluates information systems, as part of a project team, to gather data for development of certification and accreditation plans. * Applies appropriate security documentation in the development of the certification documentation. * Reviews existing security features against security requirements and highlights areas of weakness for further consideration. * Participates in the development of System Security Plans. * Performs Federal Information Security Management Act FISMA audits and continuous monitoring activities. * Participates in completion of Assessment and Authorization or other FISMA related activities. * Utilizes System Security Plans, risk assessments, and other plans to review, analyze, and assess IT system security. * Evaluates information systems security features against a set of specified requirements (VA Handbook 6500). |
| **Level 4 – Advanced** | * Analyzes information systems, identifies residual risks, and makes recommendations to meet the appropriate organizational security requirements. * Oversees incorporation of system requirements identified in the certification plan into the System Development Life Cycle process. * Evaluates areas of weakness in existing certification programs and recommends changes and improvements. * Provides oversight and guidance on the implementation and evaluation of new security controls. * Reviews, audits, and recommends changes to documentation related to Assessment and Authorization and FISMA. |
| **Level 5 – Expert** | * Designs organization’s information system’s security certification program established references and best practices from public and private sectors. * Creates procedures and policies for updating or modifying certification and accreditation plans * Builds consensus through meetings, outreach etc., for consistency across the organization for information systems security certification. * Ensures all parts of the Assessment and Authorization process are complete for all systems. |

| Information Technology Architecture  Knowledge of the organizing logic for applications, data, and infrastructure technologies as captured in a set of policies and technical choices, intended to enable business strategies. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies hardware, software, telecommunications, and other components of IT architecture used as part of own team or larger organizational group. * Recognizes methodologies used by the organization in the design and development of IT systems. * Follows established procedures for IT architecture methodology. |
| **Level 2 –Foundational** | * Interprets and uses IT architectural guidelines. * Describes architectural initiatives for own area. * Demonstrates understanding of security in the System Development Life Cycle. |
| **Level 3 – Intermediate** | * Integrates and migrates existing and planned platforms. * Uses understanding of the larger IT architecture to identify the source of IT issues and troubleshoot problems. * Monitors IT architecture issues and considerations for applicability and risk, and proposes solutions to address them. * Identifies architecture points that are exit and entrance points, accumulation points, or bottlenecks. * Uses basic to moderate knowledge of various network architectures in order to review System Security Plans or perform risk assessments for new systems. * Understands the system architecture that is documented in contracts and System Security Plans (e.g., uses basic PC/Network knowledge). * Assists in the development of security initiatives. |
| **Level 4 – Advanced** | * Develops and oversees implementation of operating platforms for multiple functions. * Assesses vendor and industry experience to determine the impact on the organization. * Advises others on the impact of operating platforms on the organization. * Applies understanding of intermediate systems and network architecture in reviewing contracts and System Security Plans. * Supports existing VA IT systems and collaborates with stakeholders to improve effectiveness of security controls. |
| **Level 5 – Expert** | * Defines the organization’s IT architecture. * Formulates the organization’s strategic IT vision. * Aligns IT strategy and organization strategy. * Evaluates potential opportunities that IT offers to the organization. |

| Information Technology Performance Assessment  Knowledge of the principles, methods, and tools (for example, surveys, system performance measures) to assess the effectiveness and practicality of information technology systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes basic terms (e.g., measure, milestone, metric, and objective) and their functions in measuring success of an IT system. * Identifies the roles and responsibilities of managers (e.g., program managers, project managers, program leads) in the IT review process. * Lists the decision tools, criteria, and evaluation systems that are typically used to make "go/no go" decisions. * Articulates steps involved in determining requirements and user acceptance. |
| **Level 2 –Foundational** | * Explains the role of survey instruments in operational analysis and achieving IT success. * Demonstrates, with guidance and supervision, the decision tools and evaluation systems that are typically used to make "go/no go" decisions. * Describes the importance of establishing and evaluating program success factors. * Discusses the need for measurements, the limits of analysis, and the steps that should be taken based on measurement results. |
| **Level 3 – Intermediate** | * Illustrates the value of establishing periodic and timely reviews and reporting milestones in which IT performance is evaluated against the IT strategic plan. * Implements a specified project plan to identify key performance parameters for each phase in the life cycle. * Utilizes measures of IT system effectiveness that align with stakeholder needs, mission, vision, critical success factors, etc. |
| **Level 4 – Advanced** | * Compares and contrasts the characteristics and the challenges involved in installing replacement systems and/or implementing new ones. * Selects and evaluates the criteria that determine whether to stop a project in order to make an informed recommendation. * Establishes “go/no go" assessment checkpoints and integrates them into a development life cycle. * Analyzes the performance of major federal IT investments with appropriate Office of Management and Budget OMB tools (e.g., OMB Exhibit 300). |
| **Level 5 – Expert** | * Assesses IT system success relative to risk at each phase of the systems life cycle. * Designs a method to ensure that measurement data collected in the technology assessment process is used in the review and decision-making processes. * Develops criteria that addresses whether the technology is fulfilling strategic business needs and/or tactical dimensions of service, information, and system quality. * Examines, reviews, and reports on strategic decisions about metrics. |

| Information Technology Program Management  Knowledge of the principles, methods, and tools for the coordinated management of an IT program to include providing oversight of multiple IT projects, integrating dependent schedules and deliverables, and related activities (e.g., benefits management, life cycle management, program governance). | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Adheres to established program management procedures and approaches, with supervisor or peer guidance. * Identifies information using tools to assess the effectiveness of information technology systems. * Identifies the various projects comprising the program and articulates their individual objectives and scope. |
| **Level 2 –Foundational** | * Collects information through defined processes and techniques to effectively assess information technology systems. * Describes impact of requirements on IT program cost, schedule, and performance. * Interprets and explains IT program management approaches to others, with supervisor or peer guidance. * Explains key success factors for the program portfolio. |
| **Level 3 – Intermediate** | * Collaborates on developing metrics, critical success factors, and key indicators to monitor and assess results and provide regular program-level status updates. * Uses established analysis, business cases, and decision-making processes to evaluate capital investments in IT and IT-alternative investments. * Manages the overall planning, execution, and timely delivery of multiple projects. * Establishes a program charter (including budget, resources, stakeholders, authorities, scope, risks, constraints, dependencies). |
| **Level 4 – Advanced** | * Analyzes shared solutions between agencies and makes recommendations on technology investments. * Assesses health of IT program, and prioritizes the portfolio of projects within the programs. * Researches and analyzes data from a variety of sources to build a business case for approval of IT projects and programs. |
| **Level 5 – Expert** | * Works with key stakeholders to align IT investments with overall mission. * Designs defined processes and techniques for working with stakeholders to effectively deal with IT program budgets. * Advocates to senior management for program’s organizational business value and funding needs. * Considers agency strategy and performance plans when identifying specific requirements and capital planning processes to drive acquisition strategies. |

| Infrastructure Design  Knowledge of the architecture and typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another and with associated controlling software. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Follows organization’s strategy, processes, and techniques for IT infrastructure design, with supervisor guidance. * Identifies the fundamental aspects of software, hardware, and network architecture (e.g., aspects of a program, differences between software and hardware, user interface). |
| **Level 2 –Foundational** | * Interprets requirements for new and/or enhanced infrastructure design, with supervisor or peer guidance. * Uses knowledge of IT infrastructure to narrow down the possible source of an IT issue and escalate it appropriately for resolution. * Demonstrates how to source, gather, collate, and document information on infrastructure design components. * Describes the infrastructure of a local system, including its major components and products. |
| **Level 3 – Intermediate** | * Interprets requirements and their implications and applies infrastructure design guidelines, as appropriate. * Uses knowledge of IT infrastructure to identify the source of IT issues and troubleshoot problems. * Documents integration issues (e.g., problems with any existing infrastructure product, service or equipment) that occur during infrastructure design and planning activities. |
| **Level 4 – Advanced** | * Provides consultation to others on planning, migration, and implementation issues. * Analyzes and addresses technology and business issues associated with existing and planned architecture. * Plans installation of major features for software, hardware, and network technologies. |
| **Level 5 – Expert** | * Leads development of software, hardware, and/or network architecture and standards. * Reports on software, hardware, and network integration and implementation issues, as well as their architectural implications. * Anticipates and responds effectively to strategic issues that may impact infrastructure supporting an organization. |

| Knowledge Management  Knowledge of the value of collected information and the methods of sharing that information throughout an organization. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates knowledge management and its four levels: data, information, knowledge, and wisdom. * Identifies technologies and tools used to connect people to explicit and tactical knowledge. |
| **Level 2 –Foundational** | * Describes the role of technology in converting data and information into organizational knowledge and wisdom. * Explains how knowledge management is used to support the strategic goals and objectives set forth by an organization. |
| **Level 3 – Intermediate** | * Applies the four levels of knowledge management (data, information, knowledge, and wisdom) to support the strategic goals set forth by an organization. * Uses appropriate methods and tools to implement knowledge management systems. * Interprets and balances stakeholders’ knowledge management needs with information management policy. * Aligns VA information flows to its structure and processes so decision makers and users get the right information at the right time. |
| **Level 4 – Advanced** | * Explores and analyzes the role that organizational culture and sponsorship play in the development and implementation of an integrated knowledge management process. * Evaluates and advises on appropriate technological tools for implementing knowledge management systems. * Implements and uses a variety of knowledge management methods to gain understanding of the type and extent of technology use by the organization’s employees. |
| **Level 5 – Expert** | * Evaluates a variety of policies, budget, assessment, rewards, and other organizational approaches that can be used to institutionalize knowledge management processes successfully. * Designs approaches that can be implemented to develop a culture of knowledge sharing, collaboration, and support of knowledge management. * Creates a policy statement on knowledge management that clearly articulates a vision of knowledge management's attributes and its strategic importance to an organization. * Designs and charts a knowledge management process for an organization that addresses identifying the information that is required, the methods of obtaining the information, the role of technology in the process, and the ownership of the process. |

| Logical Systems Design  Knowledge of the principles and methods for designing business logic components, system processes and outputs, user interfaces, data inputs, and productivity tools (e.g., CASE). | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Lists principles, methods, and tools used for logical systems design. * Locates and uses appropriate reference materials for organizational design principles, methods, and tools. * Describes design approaches and attributes for business logic components, system processes, user interfaces, data flows, and data inputs and outputs. |
| **Level 2 –Foundational** | * Analyzes business, system, and functional requirements and translates them into logical system designs (e.g., business logic components, system processes, user interfaces, data flows, data inputs and outputs) with guidance from a peer or supervisor. * Utilizes established design principles, methods, and tools to produce logical system design artifacts. |
| **Level 3 – Intermediate** | * Independently analyzes business, system, and functional requirements and translates them into logical system designs (e.g., business logic components, system processes, user interfaces, data flows, data inputs and outputs). * Selects appropriate design principles, methods, and tools for system design tasks and activities. |
| **Level 4 – Advanced** | * Leads system design tasks and activities for a complex system. * Recommends enterprise-level system design principles, methods, and tools applicable to organizational system design needs. * Performs logical system design tasks and activities for complex systems (e.g., defines and creates architecture, components, modules, interfaces, models, and data flows for a system to satisfy specified requirements). * Advises others on system design principles, processes, and methodologies. |
| **Level 5 – Expert** | * Serves as a SME for systems design projects (e.g., provides insight on scheduling, sequencing, design methodology). * Evaluates systems design products and methodologies; provides recommendations for use by the organization. * Leads efforts to improve organizational design processes needed to fulfill organizational needs. |

| Mathematical Analysis  Uses mathematical or statistical techniques to synthesize or analyze data from a variety of sources to assess a situation, solve a problem, and/or make a recommendation. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Uses basic mathematical or statistical concepts and formulas to solve routine problems. * Follows prescribed mathematical and statistical methods to find solutions. * Determines the number of computers to purchase based on determined need. |
| **Level 2 –Foundational** | * Reviews routine data output to identify trends and anomalies. * Computes the differences in prices of products and services from various sources to reduce supply costs. * Interprets data and provides statistical reporting following specific guidance. |
| **Level 3 – Intermediate** | * Applies moderately complex mathematical or statistical concepts and formulas to solve non-routine problems. * Determines alternative mathematical or statistical methods to solve problems, and recognizes appropriate situations for applying those methods. * Performs moderately complex analysis (e.g. cost-benefit analysis) for new products or services within one’s work team. * Reviews travel alternatives when approving travel plans, and considers total cost. |
| **Level 4 – Advanced** | * Designs and/or directs long-range statistical and cost analysis studies for IT requirements to meet changing goals and/or to resolve major problems associated with current computer systems. * Applies data-driven reasoning to evaluate future IT needs of a major organizational component and forecast replacement or upgrade costs. * Draws logical conclusions from mathematical or statistical analyses to inform management choices and decisions. * Develops and maintains staffing models based on statistical data. * Uses formulas or conditional formatting in Excel spreadsheets and teaches others how to make use of these tools. |
| **Level 5 – Expert** | * Applies complex mathematical or statistical concepts and formulas to solve atypical problems. * Applies nuanced judgment to interpret results of quantitative data analysis. * Develops and describes mathematical or statistical models or solutions when current approaches are inappropriate or inadequate. * Develops an advanced statistical model to determine the process capability of a new system. |

| Modeling and Simulation  Knowledge of mathematical modeling and simulation tools and techniques to plan and conduct test and evaluation programs, characterize systems support decisions involving requirements, evaluate design alternatives, or support operational preparation. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Uses appropriate modeling and simulation terminology when explaining modeling and simulation paradigms * Identifies and applies appropriate models, simulations, and decision support tools to support analysis, evaluations, and experiments with assistance of peer or supervisor. * Explains the various types and use of models and simulations as solution methods for a given problem setting and in hypothesis and alternatives testing (e.g., scientific method) * Describes a model in terms of iterative process, linking physical and virtual worlds, and the science of prediction. |
| **Level 2 –Foundational** | * Analyzes graphical displays of data, characteristics of data sets, and events for a given problem setting. * Uses appropriate software and tools for building scenarios, models, and simulations, with guidance. * Tests models and simulations with data, and evaluates results with a supervisor to determine whether model and results are reasonable. |
| **Level 3 – Intermediate** | * Applies modeling and simulation techniques to plan and conduct test and evaluations programs (e.g., gaming concepts, object models, agent-based simulations). * Builds conceptual visual models that include key parameters and estimated outcomes. * Utilizes modeling software and/or spreadsheets to implement models (e.g., Excel, MATLAB, Mathematica, Venin). * Applies real-world data in models and simulations for computer generated scenarios, mathematical modeling, physical modeling, scientific research, and/or statistical analysis. * Works with decision support tools and systems to develop, apply, manage, and/or integrate models and/or simulations. |
| **Level 4 – Advanced** | * Designs, develops, and implements models and simulations for various problem settings (e.g., analysis, training, exercises, operations, acquisition, logistics, testing, war gaming, and research). * Provides expert technical advice on model or simulation architectures (e.g., Distributive Interactive Simulation (DIS), High Level Architecture (HLA), Test and Training Enabling Architecture (TENA)). * Applies models, emulators, prototypes, simulators, and stimulators to generate data to be used as a basis for making managerial or technical decisions. |
| **Level 5 – Expert** | * Drives modeling and simulation exercises by developing, executing, and managing models, simulations, and related programs. Develops and reviews modeling and simulation standards, policy, and guidance. * Evaluates the cost and time effectiveness of modeling and simulation for a system, program, or operation to ensure modeling and simulation are appropriately addressing needs and requirements. * Identifies future trends and issues in modeling and simulation program, assesses their impact, and recommends improvements. |

| Multimedia Technologies  Knowledge of the principles, methods, tools, and techniques of developing or applying technology using text, audio, graphics, or other media. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies multimedia technologies utilized at organization. * Identifies commercial off-the-shelf (COTS) multimedia technologies available. |
| **Level 2 –Foundational** | * Describes multimedia technologies utilized at organization. * Describes COTS multimedia technologies available. |
| **Level 3 – Intermediate** | * Implements multimedia technology revisions. * Demonstrates knowledge of impact of multimedia technology at organization. |
| **Level 4 – Advanced** | * Plans and oversees multimedia technology revisions. * Analyzes COTS multimedia technologies within context of organizational revisions. |
| **Level 5 – Expert** | * Compiles best practices related to multimedia technologies. * Evaluates definition of organization’s multimedia technology policies and procedures. |

| Network Management  Knowledge of the operation, management, and maintenance of network and telecommunication systems and linked systems and peripherals. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates concepts related to basic network configuration. * Recognizes network management-related IT issues requiring escalation to specialized network support. * Identifies and/or recognizes the spectrum of activities that comprise the network management (e.g., operation, management and maintenance). |
| **Level 2 –Foundational** | * Identifies general characteristics and tasks associated with network support services. * Performs corrective network repairs and upgrades, with supervisor or peer guidance. * Recognizes network management-related IT issues requiring escalation to specialized network support. * Articulates the full spectrum of administration activities associated with managing networks. * Follows newsfeeds (e.g., professional resources such as websites and periodicals, organization-specific communications, newsletters, and bulletins) on current trends. * Demonstrates understanding of the Medical Device Protection Program. |
| **Level 3 – Intermediate** | * Produces a full spectrum of network management reports. * Classifies requests and issues, and resolves a variety of problems and discrepancies with network operations. * Manages network operations to proactively identify problems and offer solutions. * Works with Network Managers on the security of the network. |
| **Level 4 – Advanced** | * Develops improvement programs and processes for the networking environment. * Analyzes, develops, and implements network and telecommunication systems. * Directs and/or organizes preventive network activities (e.g., adjustments, upgrades, replacements). * Collaborates with business partners on the security of the network. |
| **Level 5 – Expert** | * Manages the continuous, effective, and efficient operation of the organizational networks to administer and facilitate the exchange of data. * Monitors and reports on industry and marketplace trends for network management tools and techniques. |

| Object-Oriented Technology  Knowledge of the principles, methods, tools, and techniques that use object-oriented languages analysis and design methodologies. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies and defines the constructs of object-oriented methodologies such as unified modeling language (UML). * Articulates concepts such as artifacts, objects and classes, encapsulation, inheritance, and polymorphism. |
| **Level 2 –Foundational** | * Translates results and artifacts into a general description of how a system is to be built, as part of participation in object oriented analysis and design (OOAD) and project team work. * Describes and produces conceptual models to diagram the interface between multiple objects/databases within a current VA application, with guidance and supervision. |
| **Level 3 – Intermediate** | * Uses design patterns and application frameworks to develop new or reuse existing objects (e.g., develops multiple objects from an existing class). * Applies concepts such as objects and classes, encapsulation, inheritance, and polymorphism to develop artifacts. |
| **Level 4 – Advanced** | * Advises others on the use of multiple object-oriented programming languages and technologies to develop applications. * Guides others in conducting problem analysis and translating results into artifacts, such as conceptual models, use cases, system sequence diagrams, relational data models, and user interface documents. * Produces conceptual models to diagram the interfaces between multiple objects/databases. |
| **Level 5 – Expert** | * Develops innovative solutions in a proactive manner to use multiple object-oriented programming languages within VA applications. * Develops training and/or presents ideas at industry or functional events on OOAD. |

| Operating Systems  Knowledge of computer network, desktop, and mainframe operating systems and their applications. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates basic concepts and activities for maintaining operating systems. * Identifies and follows procedures for simple operating system activities (e.g., creating or changing user accounts, performing archiving and purging of files), with supervisor or peer guidance. |
| **Level 2 –Foundational** | * Performs basic system functions, commands, and utilities as appropriate within operating system and applications environment with supervisor or peer guidance. * Provides support for routine operating systems issues and upgrades. * Interprets established procedures and performs daily backup operations, with supervisor or peer guidance. |
| **Level 3 – Intermediate** | * Monitors day-to-day operation of the overall operating system to guarantee optimal performance of the applications under one’s program area. * Provides technical support for a variety of operating systems issues to include malfunctions, systems integration issues, and/or upgrades. * Applies expertise to highlight deficiencies and determine corrective actions in existing operating systems and applications. * Assists in the installation of corrective actions (e.g., patches) to the operating system. |
| **Level 4 – Advanced** | * Manages the integration of legacy operating systems and new operating systems. * Analyzes industry trends for applicability to organization’s operating systems and related projects. * Develops and maintains installation and configuration procedures for operating systems. |
| **Level 5 – Expert** | * Devises and deploys strategies for the interoperability of multiple versions of multiple operating systems and applications. * Leads the analysis, evaluation, development, coordination, implementation, deployment, support, and maintenance of multiple operating systems. * Researches and recommends innovative approaches for system administration tasks. |

| Operations Support  Knowledge of policies and procedures to ensure production or delivery of products and services, including tools and mechanisms for distributing new or enhanced hardware and software. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Adheres to standards and procedures for operations support, with guidance and supervision. * Recognizes basic concepts of distributing new or enhanced hardware and software. |
| **Level 2 –Foundational** | * Interprets and implements procedures for operations support, with guidance and supervision. * Performs troubleshooting and recovery activities, with guidance and supervision. |
| **Level 3 – Intermediate** | * Describes major benefits or drawbacks of new software releases. * Applies expertise to highlight interdependencies and interrelationships of hardware platforms. * Independently supports, troubleshoots, or helps to implement new products or software. |
| **Level 4 – Advanced** | * Identifies the interdependence of major operations tasks and activities. * Monitors industry trends and approaches for production or delivery of products and services. * Determines risks related to the production and delivery of products and services; explains these risks to team. |
| **Level 5 – Expert** | * Leads efforts in establishing best practices and policies for ensuring production or delivery of products and services. * Analyzes and evaluates risks and benefits related to the production and delivery of products and services, and produces recommendations to senior leadership based on this assessment. |

| Organizational Development  Knowledge of the principles of organizational development and change management theories, and their applications. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies the necessity of change in an organization's evolution. * Verbalizes support for an organizational improvement initiative, and demonstrates enthusiasm for the change through actions. * Recognizes the key drivers of organizational transformation. |
| **Level 2 –Foundational** | * Discusses necessary changes in work processes, organizational structures, and staffing shifts that must occur as part of a change management effort. * Identifies the impact of transformation to workforce productivity and effectiveness. * Discusses how to analyze organizational structure and current staffing to facilitate succession planning. * Lists and describes different workforce organizational developmental tools, including the use of gap analysis. |
| **Level 3 – Intermediate** | * Identifies key management actions required to support a change management effort. * Implements strategies for changing workforce attitudes and behaviors to adapt to the organizational change. * Applies workforce organizational developmental tools, including the use of gap analysis. * Recognizes the requirements for shifts to organizational structures and current staffing to facilitate change. |
| **Level 4 – Advanced** | * Evaluates and makes recommendations on strategies for effective team performance by building trust and keeping lines of communication open. * Energizes others to generate support within the workforce for changes that enhance effectiveness, efficiency, and quality of work. * Analyzes and makes recommendations for changes to organizational structure and current staffing to facilitate succession planning. * Establishes the baseline and measures for evaluating improvement throughout a change implementation. |
| **Level 5 – Expert** | * Designs and evaluates a comprehensive approach and plan to implement, communicate, and champion a unified change initiative for an organization. * Acts as a role model for institutionalizing a change initiative. |

| Planning & Organizing  Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes the key terms and processes associated with planning and organizing. * Demonstrates awareness of techniques used for planning and organizing in own organization. |
| **Level 2 –Foundational** | * Prioritizes work, and establishes strategies for completing it and metrics for evaluating it, with supervisor or peer guidance. * Articulates planning and organization strategies. |
| **Level 3 – Intermediate** | * Prioritizes work independently, and establishes strategies for completing it and metrics for evaluating it. * Contributes knowledge or new ideas to improving planning and organizing efforts. |
| **Level 4 – Advanced** | * Navigates complex situations requiring advanced planning and organizing skills. * Advises others on effective planning and organizing. |
| **Level 5 – Expert** | * Is viewed as an expert in the area of planning and organizing, beyond own immediate team. * Acts a role model and regularly leads others in effectively planning and organizing. |

| Process Control  Knowledge of the principles, methods, and procedures used for the automated control of a process, including the design, development, and maintenance of associated software, hardware, and systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates and follows established principles, methods, and procedures used for the automated control of a process. * Recognizes and describes automated tools, documents, and templates used for process control by own team or organizational group. |
| **Level 2 –Foundational** | * Explains process steps and procedures used in design, development, maintenance, or decommission of major elements of a system, with supervisor or peer guidance. * Illustrates use of automated tools, documents, and templates for process control and development of process artifacts. |
| **Level 3 – Intermediate** | * Utilizes automated tools, documents, and templates for process control and development of process artifacts. * Recommends updates to procedures and templates for design, development, maintenance, and decommission of major elements of a system. |
| **Level 4 – Advanced** | * Develops and updates process steps, procedures, and templates for design, development, maintenance, and decommission of a system. * Assesses and recommends improvements to existing automated tools, processes, and documents used for design, development, maintenance, and decommission of hardware, software, or an entire system. * Monitors process execution, measures process performance, and recommends or implements corrective actions to improve process performance. * Oversees process implementation and process control tasks to ensure compliance with and correct usage of design and development processes. |
| **Level 5 – Expert** | * Develops process performance metrics for design, development, maintenance, and decommission of a system. * Monitors trends and products related to automated process control, and makes strategic recommendations to team or organizational group, as applicable. * Reviews and supports best recommendations for enhancement of existing automated tools, processes, and documents related to hardware, software, or an entire system. * Directs overall development and implementation of automated processes throughout own team or organizational group. |

| Process Oversight Management  Interprets and analyzes workflows and process charts; develops and examines systems and workflows within the organization to facilitate process improvement. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes the key terms associated with process oversight management. * Demonstrates awareness of process oversight management processes. |
| **Level 2 –Foundational** | * Performs process oversight management, with guidance and supervision. * Discusses how or when to perform process oversight management in own work. |
| **Level 3 – Intermediate** | * Conducts process oversight management, independently. * Contributes knowledge or new ideas when performing process oversight management. |
| **Level 4 – Advanced** | * Navigates complex situations requiring strong process oversight management skills. * Advises others performing process oversight management. |
| **Level 5 – Expert** | * Is viewed as an expert in process oversight management, beyond own immediate team. * Acts a role model and regularly lead others in process oversight management. |

| Product Evaluation  Knowledge of methods for researching and analyzing external products to determine their potential for meeting organizational standards and business needs. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates the rationale for systematic and objective product evaluation. * Adheres to organization’s established methods for evaluating external products. * Identifies different levels of baseline requirements to be fulfilled by externally acquired products. |
| **Level 2 –Foundational** | * Participates in work groups to identify product integration capabilities and/or limitations. * Gathers preliminary information on business, user, and product needs, and summarizes it for input into evaluation activities. * Utilizes research results to conduct preliminary evaluation or screening of potential vendors and/or products. |
| **Level 3 – Intermediate** | * Classifies technical (e.g., input, output data) and business aspects (e.g., effort, cost, benefits) of different evaluation techniques. * Interprets evaluation profile and highlights potential issues with a product, as appropriate. * Executes evaluation activities appropriate to established quality profile and selected evaluation method. * Performs benchmark testing for ranking product performance and/or suitability for meeting organizational standards and business needs. |
| **Level 4 – Advanced** | * Analyzes quality characteristics (e.g., functionality, reliability, usability, efficiency, maintainability, and portability) and evaluation levels, and directs evaluation teams on how to proceed. * Develops and validates evaluation techniques to prove objectivity and repeatability of results. * Selects appropriate evaluation method that is consistent with degree of risk associated with product application. * Evaluates research and benchmark testing results and conducts cost-benefit analyses of potential products. |
| **Level 5 – Expert** | * Develops policy and procedures for researching and analyzing external products. * Creates business case for product procurement by summarizing findings and communicating recommendations to senior management. * Constructs evaluation profiles based on business needs, user requirements, and product issues. * Designs evaluation techniques or methodologies that are most effective to the product or business case. |

| Project Management  Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates how projects are proposed, approved, and funded within their larger organizational group. * Adheres to established project management procedures; for example, follows a project plan. * Defines Program Management Accountability System (PMAS) and ProPath and describes how they are used as part of OI&T project management. * Describes the importance of information security in IT projects. |
| **Level 2 –Foundational** | * Explains and details tools and techniques used to manage and control various elements of a project. * Describes VA’s System Development Lifecycle (SDLC). * Demonstrates knowledge and understanding of information security role in IT projects (e.g., role of Information Security Officers (ISOs)). * Supports development of project timelines, strategies, plans, and budgets and related activities, with guidance. |
| **Level 3 – Intermediate** | * Directs OI&T projects by setting schedules and assigning tasks to achieve the established objectives. * Assesses OI&T project quality on a systematic basis, and collaborates with the project team to resolve issues and/or seeks advice as necessary. * Uses tools (e.g., PMAS) to independently manage projects and track progress against milestones. * Uses ProPath processes and templates associated with the Project and SDLC processes. * Manages security programs at the local facility or office. * Applies project management tools and techniques to complete assigned information security action items. * Defines and constructs various PMAS project documents and conducts project coordination for standard projects. |
| **Level 4 – Advanced** | * Develops and presents informative and timely briefings to larger organizational group, including topics such as project status, project goals and objectives, and the project plan. * Applies project management tools to track the status of project management resource usage, and/or adjusts and maintains resource requirement estimates. * Anticipates risks related to technical issues, schedule, cost, and program, and adjusts plans to overcome or mitigate such risks. * Selects, hires, and/or organizes skilled resources to achieve desired project outcomes. * Uses Field Security Service tools (e.g., data call trackers) to evaluate available resources and determine staffing solutions for projects. * Manages projects of significant size, scope, and complexity, collaborating with inter-agency partners. |
| **Level 5 – Expert** | * Leads complex and large-scale OI&T projects and provides expert guidance to complete projects on time, within budget, and to desired quality, specifications, and standards based on PMAS/ProPath requirements. * Designs and establishes metrics to manage cost, schedule, and performance throughout the project life cycle. * Creates and directs the risk management process to support risk mitigation and decision making across OI&T projects. * Provides project status briefings to all levels of the organization and/or OI&T pillar. * Provides information security briefings to business partners, facility leadership, and organization/pillar leadership. * Manages and evaluates a project/program environment and makes adjustments to promote project/program success. * Provides expert-level guidance to junior team members in the creation, development, and implementation of projects. |

| Public Safety and Security  Knowledge of how IT systems support public safety and security operations, occupational health and safety, investigation and inspection techniques, and rules, regulations, precautions, and prevention methods for the protection of people, data, and property. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Recognizes security controls used to protect data and property. * Identifies IT systems that support public safety, security operations, and occupational health. * Reviews Continuity of Operations Plans. * Demonstrates understanding of physical controls to perform physical site reviews following specific guidance. * Recognizes the infrastructure in place to keep information in a controlled environment to prevent data breaches or leaks. |
| **Level 2 –Foundational** | * Describes the impact of public safety and security requirements, goals, and regulations on information security practices. * Demonstrates how IT systems support public safety, security operations, and occupational health. * Explains security controls used to protect data and property within own work team. * Interprets and provides guidance on site reviews and physical security issues (e.g., Inspector General (IG) assessments, other IT-focused reviews). * Provides guidance on physical security controls located in the Governance, Risk, and Compliance (GRC) tool, the System Security Plan, and other resources. |
| **Level 3 – Intermediate** | * Applies effective information security strategies, practices, and procedures, drawing from detailed, accurate, up-to-date knowledge of applicable public safety and security requirements, goals, and regulations. * Implements security controls to protect data and property. * Utilizes expertise to inform and/or support implementation of IT systems that support public safety, security operations, and occupational health. * Implements and maintains emergency management call back system, and initiates quarterly drills. |
| **Level 4 – Advanced** | * Updates industry representatives, trade associations, academic institutions, etc., on IT systems that support public safety and security. * Recommends changes to public safety and security programs to best align with organizational goals and/or mission. * Evaluates a variety of IT systems that support security controls to better protect data and property, and offers solutions as appropriate. * Analyzes strategies for implementing IT systems that support public safety, security operations, and occupational health. |
| **Level 5 – Expert** | * Advises the organization on information security strategy and budget related to IT systems that support public safety, security operations, and occupational health as well as supporting functions, policies, and procedures. * Coordinates with local and state governments to ensure interagency communication of IT systems that support public safety. * Creates policies and procedures for IT systems that support public safety, security operations, and occupational health. * Creates policies and procedures to ensure appropriate implementation of security controls to better protect data and property. |

| Quality Assurance  Knowledge of the principles, methods, and tools of quality assurance (QA) and quality control (QC) used to ensure a product fulfills functional requirements and standards. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies the methods and tools of quality assurance and quality control used to ensure that a product or service meets quality standards. * Follows existing quality assurance guidelines or a Quality Assurance Plan to help ensure that products or services conform to specified requirements, with supervisor or peer guidance. * Performs a single quality assurance activity, such as reviewing a traceability matrix or tracking defects in software, with guidance from a peer/supervisor. * Describes how maturity models are used in program management (e.g., Capability Maturity Model Integration (CMMI)). |
| **Level 2 –Foundational** | * Demonstrates various approaches to quality assurance or quality improvement. * Explains team responsibilities in relation to the basic principles of quality assurance and quality control. * Identifies instances where quality assurance or quality control standards are not met and explains the impact of these issues. * Implements an existing Quality Assurance Plan, with supervision, to provide assurance that the products under one's program area conform to specified requirements. |
| **Level 3 – Intermediate** | * Determines, classifies, and prioritizes quality problems. * Identifies substandard quality assurance or quality control processes and offers recommendations for resolving quality issues to a team lead or supervisor. * Monitors and analyzes project/program performance metrics to detect issues that may have an impact on quality. * Uses appropriate tools and techniques (e.g., testing, inspection, control charts) to ensure that project deliverables conform to established quality standards in the project plan and adhere to customer requirements. |
| **Level 4 – Advanced** | * Examines quality standards to determine whether and how they can be applied to enhance program, project, or service quality. * Develops meaningful performance metrics for a program, project, or service to aid in measuring quality and ensuring quality control. * Prioritizes systemic problems and resolves critical issues that could have a significant negative impact on project quality. * Develops a Quality Assurance Plan for software under one's program area that states the problem and goals, offers well-defined solution requirements, and is consistent with the organization's Software Configuration Management (SCM). |
| **Level 5 – Expert** | * Monitors and ensures compliance with Quality Assurance Plans, standards, and/or guidelines as part of a significant project, program, or service delivery. * Leads the development of template Quality Assurance Plans and policies for adoption across larger organizational team. * Optimizes portfolio management processes using quality principles and feedback. |

| Regulations and Policy  Knowledge and application of legislation, regulations, policies, and/or processes to ensure organizational compliance. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes the key terms associated with regulations and policy. * Demonstrates awareness of regulations and policy that impact own work. * Identifies current and emerging legislation and/or regulations relevant to one's responsibilities. * Recognizes and references manuals, documents, and other materials relevant to codes, laws, regulations, and practices to respond to inquiries. * Refers to standard operating procedures (SOPs), templates, and job aids in completing daily work. |
| **Level 2 –Foundational** | * Discusses regulations and policy that apply to own work. * Complies with regulations and policy related to own work, with supervisor or peer guidance. * Discusses the growing importance of national or international standards and their impact on the IT business environment. * Interprets the applicability of governing laws and authorities to contractor-managed/hosted systems and/or websites. * Articulates how government policymaking, coordinating organizations, and/or advisory groups affect one's role within a department and/or organization. * Implements VA practices to ensure that there is compliance with external policies, such as the Health Insurance Portability and Accountability Act (HIPAA) and the Freedom of Information Act (FOIA). * Discusses the role (i.e., impact and interaction) of oversight, regulatory, and government-wide policy groups and their impact on VA and influence on one's own role and responsibilities. |
| **Level 3 – Intermediate** | * Complies with regulations and policy related to own work, without instruction. * Contributes new ideas when complying with regulations and policy. * Prepares reference materials and documentation based on legislation or policy developed by senior leadership. * Applies knowledge of codes, laws, regulations, and practices in daily work. * Interprets and relates laws, codes, and regulations to show how and when they apply to various programs, contractor-managed/hosted systems and/or websites. * Implements VA practices to ensure that there is compliance with external policies, such as HIPAA and FOIA. |
| **Level 4 – Advanced** | * Navigates complex situations in compliance with regulations and policy. * Advises others in compliance with regulations and policy. * Tracks, analyzes, and communicates the impact of emerging legislation, regulations, and intergovernmental legislation (including changes in acquisition regulations/guidelines) to assess the impact on VA OI&T. * Interprets statutes and limitations as they apply to VA OI&T. * Analyzes legal and/or governance challenges associated with effectively implementing cross-agency and internal information sharing practices and makes recommendations for improvement. * Articulates the relevance of various codes, laws, regulations, and legal practices to defend case decisions. |
| **Level 5 – Expert** | * Is viewed as an expert in compliance with regulations and policy beyond own immediate team. * Acts a role model and regularly leads others in complying with regulations and policy. * Assesses the provisions of emerging or current legislation and/or regulations, including performance mandates, and discusses their organizational implications. * Serves as a legal advisor on the plans and operations of a program or activity authorized by a law or Presidential mandate. * Participates in legal activities with federal agencies, state and local jurisdictions, and/or legal professional organizations. * Helps Congress draft legislation that impacts VA and may testify in Congressional hearings to represent the agency. |

| Requirements Analysis  Knowledge of the principles and methods to identify, analyze, specify, design, and manage functional and infrastructure requirements; includes translating functional requirements into technical requirements used for logical design or presenting alternative technologies or approaches. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Lists and defines the mandatory attributes of requirements (e.g., that they must be documented; that they are actionable, measurable, and testable; that they are related to identified business needs or opportunities; and that they are defined to a level of detail sufficient for system design). * Adheres to established standards and procedures for requirements analysis, under guidance and supervision. * Updates data in automated tools (e.g., BPWin), with guidance and supervision, to capture and organize requirements. |
| **Level 2 –Foundational** | * Applies appropriate standards when executing or reviewing requirements data collection and organization practices, with guidance and supervision. * Collects requirements from various sources (e.g., project documentation, interviews, business processes) and documents in appropriate, executable format, with supervisor or peer guidance. * Paraphrases stakeholder’s preliminary requirement needs and rationale, and seeks confirmation from peers and/or supervisors. |
| **Level 3 – Intermediate** | * Classifies types of requirements (e.g., customer, functional, technical, performance, design) to facilitate further analysis. * Determines whether stated requirements are clear, complete, consistent, and unambiguous, and resolves any apparent conflicts. * Interprets and confirms customer’s preliminary needs and relates to functional and technical requirements or specifications that enable logical design. * Develops prototypes and use cases that enable customers to visualize requirements, and facilitates design work. |
| **Level 4 – Advanced** | * Advises others on requirements analysis frameworks, processes, and methodologies. * Evaluates prototypes and use cases, and advises on enhancements or alternative approaches. * Compares final functional and technical requirements against customer needs for quality control and customer satisfaction. * Manages or oversees requirements analysis activities for large or multiple projects, which may include staffing, scheduling, selecting collection methods, and contributing to technical solutions. |
| **Level 5 – Expert** | * Formulates organization-wide system initiatives and strategic goals to promote analysis of IT requirements. * Reviews existing requirements processes for redundancy, systems commonality, and/or streamlining opportunities. * Designs streamlined requirements approaches, and implements new processes organization-wide. * Assesses customer requirements in relation to broader organizational needs (e.g., systems, initiatives, goals/objectives), and recommends adjustments or enhancements as appropriate. |

| Response Management  Knowledge of the tactics, technologies, principles, and processes to analyze, prioritize, and respond to information technology issues, events, and incidents. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes established procedures and IT systems used to track a customer-reported IT issue. * Responds to routine customer issues by providing basic information clearly and in a well-organized manner. * Uses events or incidents as an opportunity to observe and understand the formal protocols and procedures for responding to an IT issue. |
| **Level 2 –Foundational** | * Responds to routine customer questions by gathering information, reviewing issue details, and consulting applicable source material. * Applies basic knowledge of networks, hardware, and software to troubleshoot IT issues, with supervision or guidance; escalates to the appropriate specialist as necessary. * References appropriate response management principles and processes (e.g., incident detection, classification, analysis, resolution, and recovery) when responding to an IT issue. * Recognizes and categorizes types of incidents and events, including response tactics and technologies and timelines for responses. |
| **Level 3 – Intermediate** | * Determines scope, urgency, and potential impact of an IT issue; escalates to appropriate specialists. * Troubleshoots system hardware and/or software errors and shortcomings against functional requirements; refers to appropriate handbooks, manuals, and guidelines for resolution. * Analyzes incident and event reports and synthesizes information to identify causes, trends, and patterns to escalate to appropriate specialists. * Devises customer-oriented solutions and recommendations. * Assists with the installation and configuration of hardware, operating systems, and/or other baseline software for system users by resourcing established protocols (e.g., handbooks, manuals, guidelines), seeking guidance, and following established protocols and standard operating procedures (SOPs). |
| **Level 4 – Advanced** | * Troubleshoots, diagnoses, and resolves complex customer-reported system issues by analyzing them for key themes; coaches others in troubleshooting, diagnosing, and resolving reported issues. * Analyzes data from various sources to identify causes, emerging trends, and vulnerabilities, and synthesizes information into findings and recommendations reports. * Provides incident management capabilities through coordination with and support of incident response teams. * Develops guidance and standard response procedures to analyze, prioritize, and manage reported IT issues. * Analyzes trends around customer requirements and inquiries to determine when training may be required; conducts training on how to use various tools and products using best practices. |
| **Level 5 – Expert** | * Conducts root cause analysis to create team-wide recommendations and improvement strategies. * Assesses systems for shortcomings related to business requirements, functionality, or policy compliance, and develops and documents mitigation steps and procedures. * Assesses systems against business requirements, functionality, and standards to provide guidance on configuring change requests through training and written guidance (e.g., SOPs, manuals). |

| Risk Management  Knowledge of methods and tools used for risk assessment and mitigation of risk. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Articulates the rationale and principles governing risk management, with supervisor or peer guidance. * Recognizes and adheres to established risk management principles, strategies, and procedures. |
| **Level 2 –Foundational** | * Explains general phases and tasks involved in information systems risk assessment to team, colleagues, or management. * Differentiates between various types of risks (e.g., security, programmatic, financial, operational, information) applicable to a project, task, or situation. |
| **Level 3 – Intermediate** | * Applies knowledge of risk assessment and mitigation methods to effectively address risks and vulnerabilities for a specific area (e.g., information, security, financial, programmatic). * Applies risk assessment and mitigation tools and methods in a variety of tasks, projects, or situations. * Collaborates with IT staff to support risk assessments. * Demonstrates understanding of the interaction between System Security Plans and the risk assessment associated with the program. * Assists IT staff with the assessment and mitigation of risks associated with vulnerabilities in the information systems, as well as personnel and physical security, at the facility/office. * Uses tools to conduct and document risk assessments (e.g., Governance, Risk, and Compliance (GRC) tool, Lumension, and Big Fix). |
| **Level 4 – Advanced** | * Coordinates and/or implements specific risk management and mitigation policies and procedures in accordance with organizational goals. * Analyzes and evaluates risk assessment and mitigation methods and tools, and recommends changes that protect infrastructure and organizational integrity. * Assists in testing and troubleshooting new or existing tools and suggests enhancements that will reduce security risks. * Provides knowledge of IT systems related to VA policy and procedures and Network Information Security & Technology (NIST) guidance. * Provides guidance on use of risk assessment tools. |
| **Level 5 – Expert** | * Defines risk management, assessment, and mitigation strategies and procedures in accordance with organizational goals. * Builds consensus within the organization for the integration of risk assessment and mitigation strategies. * Directs organization’s comprehensive risk management and mitigation program across functional security disciplines (e.g., technical, administrative, personnel, physical, programmatic, financial security). * Oversees risk assessment process in own area of responsibility to ensure risk assessment of all systems is complete. * Collaborates with business partners (e.g., NSOC, SDE ) to mitigate enterprise level systems security risks. |

| Software Engineering  Knowledge of software engineering design and development methodologies, paradigms, and tools; the software life cycle; software reusability; and software reliability metrics. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes discipline of software engineering to include software design and related methodologies. * Describes concepts, methods, skills, and applications of computing that form the foundation of software engineering. * Defines the stages of the software development life cycle (SDLC) and describes associated activities of each major stage. * Applies at least one industry methodology to produce artifacts (e.g., software code modules or technical documentation input). * Applies relevant coding standards when required, with guidance or supervision. |
| **Level 2 –Foundational** | * Assists with the analysis of software requirements for program development. * Reviews and provides input to product documentation as products are identified and developed. * Assists in software development and maintenance for a specific platform, with guidance or supervision. * Performs simple modifications to existing programs, with guidance or supervision. * Demonstrates working knowledge of core concepts, tools, methodologies, and computer languages used within each phase of the SDLC by participating in the development or support of software components as part of a team. |
| **Level 3 – Intermediate** | * Develops or maintains individual software applications and components independently or as part of a team. * Serves as lead writer for major sections of product documentation as products are developed. * Diagnoses and documents software problems for a specific environment. * Develops test parameters for preliminary software evaluation. * Uses knowledge of multiple commercial off-the-shelf (COTS) software in the development or maintenance of software systems. * Troubleshoots to find and correct errors and independently resolve common production support issues. * Performs technical design activities (e.g., develops design documents, develops prototypes, and/or proof of concept) with guidance from a peer and/or supervisor. |
| **Level 4 – Advanced** | * Develops comprehensive software engineering plans for cross-functional applications. * Performs guidance on software engineering concepts (e.g., memory management) and technologies. * Interprets software engineering standards, policies, and practices to develop or maintain complex applications for multiple platforms. * Demonstrates technical leadership by leading large task teams in the development or maintenance of application systems. * Uses in-depth experience and expertise of methods, paradigms, and tools to engineer or upgrade software for VA. * Identifies, assesses, analyzes, and controls systems engineering risks. * Performs technical design activities (e.g., serves as the lead author of design documents, develops prototypes and/or proof-of-concept). * Resolves complex production support issues and/or directs a team to do so. |
| **Level 5 – Expert** | * Provides vision for software development strategies, standards, and best practices. * Establishes directives in the adaptation of selected software engineering methodologies. * Establishes standards for coding environments (e.g., naming standards). * Directs efforts to resolve production support issues that may have a serious impact on the organization’s mission and functions. |

| Stakeholder Management  Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort, including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative). | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies key internal and external stakeholder groups for project or work effort, with guidance and supervision. * Articulates objectives and inter-dependencies of each stakeholder relationship. * Follows team or unit’s protocol for stakeholder management. |
| **Level 2 –Foundational** | * Prepares stakeholder communications related to outreach, status reports, and requirements management, with guidance and supervision. * Engages users, stakeholders, and functional support areas of the organization, with guidance. * Differentiates the needs of individual stakeholder groups and describes areas of overlap, with guidance. * Observes changes in stakeholder needs, opinions, and reactions over time, and describes shifts to project team or supervisor. |
| **Level 3 – Intermediate** | * Interprets stakeholder agreements and objectives, and briefs new stakeholder representatives on roles, responsibilities, pipeline, and future decisions. * Engages with all stakeholders continuously to manage expectations and ensure projects and programs address their needs. * Implements targeted collaboration mechanisms to facilitate a continuous, open flow of information. * Relates and connects inter-dependencies among stakeholders, anticipates conflicting needs, and/or adjusts stakeholder strategies as appropriate to address areas of agreement and/or areas of conflict. |
| **Level 4 – Advanced** | * Develops and implements stakeholder communication plans. * Evaluates stakeholder relationships through multiple data sources to monitor whether needs are adequately represented and addressed, and, as necessary, offers advice and guidance to project teams. * Collaborates with stakeholders and functional experts to determine solutions to the impact of changes in resources, laws, and regulations. |
| **Level 5 – Expert** | * Creates and supports inter-agency relationships, including monitoring impacts of political, economic, and other factors on program goals, and positions them according to their level of influence, risk, or impact to the project or organization. * Communicate with and reaches agreements on complex issues with high-risk stakeholders. * Recommends advocacy tactics for project or program activities, including stakeholder education and outreach. |

| Systems Integration  Knowledge of the principles, methods, and procedures for installing, integrating, and optimizing information systems components. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes a system integration initiative in own environment. * Adheres to established standards and procedures for system integration, with guidance and supervision. |
| **Level 2 –Foundational** | * Describes interfaces of components and sub-systems, and explains how changes to a system may affect the organization’s various enterprise architectures. * Collects and screens relevant information on information system components and component suppliers, with guidance and supervision. * Demonstrates understanding of how changes to a system (such as applying a patch, changing a setting, or applying software) can affect the way it operates with other systems. * Identifies how changes to the information system affect the security of that system. |
| **Level 3 – Intermediate** | * Classifies, evaluates, and/or pre-selects information system components and component suppliers. * Supports implementation of a system integration project related to one’s environment. * Identifies major issues and considerations for successful system integration, troubleshoots potential and/or existing problems, and recommends potential solutions. * Consults to line areas on data, technology, and application integration issues. |
| **Level 4 – Advanced** | * Manages system integration projects (e.g., monitors progress, coordinates suppliers, oversees implementation schedules, conducts testing, manages quality control) * Provides guidance to others on how changes to a system can affect the way it operates with other systems. * Develops and/or reviews system integration plans related to scheduling, resource allocation, architecture, design interfaces, and testing. * Negotiates and reviews technical specifications and financial conditions of any contracts with third parties, and compares and selects offers. * Advises team on the integration between VA’s complex applications and platforms. |
| **Level 5 – Expert** | * Evaluates and analyzes complex and large-scale system integration issues, and provides expert advice on recommendations and solutions. * Designs complex interfaces, integration strategies, and plans. * Creates systems integration processes and practices. |

| Systems Life Cycle  Knowledge of systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes basic concepts of systems life cycle management. * Recognizes all major stages of a system’s life cycle. * Identifies and lists preliminary sources of system requirements data, with guidance and supervision. |
| **Level 2 –Foundational** | * Explains generic functions, features, and facilities of system development and life cycle process. * Describes phases, activities, checkpoints, and deliverables throughout a system's life cycle process, with guidance. * Communicates and works with the intended user community throughout the systems' life cycle to ensure the needs of the user and organizations are being met. * Initiates research, and collects and records information on requirements for the new or improved system. |
| **Level 3 – Intermediate** | * Maintains programming and configuration control of an information system, with appropriate consultation and guidance. * Interprets and clarifies system requirements, and contributes to system development process. * Installs and operates new system for organization’s continuing use. * Resolves maintenance/enhancement issues not detected during testing, modifies the system to meet less complex changing requirements, and escalates full scale enhancements. |
| **Level 4 – Advanced** | * Specifies the functions and procedures, the computer programs, and data storage techniques that meet the identified and reviewed requirements and the security and control techniques that assure the integrity of the system. * Applies testing and quality assurance techniques to determine whether the system works as intended. * Maximizes system maintenance and operations throughout the systems life cycle, and manages full-scale or complex enhancements. * Organizes orderly retirement of an existing system. |
| **Level 5 – Expert** | * Monitors industry trends and direction of structured development and life cycle methodologies. * Monitors organization’s experience to recommend and institute improvements. * Builds consensus across an organization to facilitate an appropriate systems life cycle program. * Directs all testing and quality assurance activities and monitors whether system meets applicable organization standards of performance, reliability, integrity, and security. * Approves all recommended techniques for development and implementation of the system. |

| Technical Documentation  Knowledge of procedures for developing technical and operational support documentation. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies standards, methods, and procedures used to develop basic documentation material. * Recognizes standard and approved technical writing tools, methods, and delivery options. * Defines characteristics and purposes of common technical documents required at VA. |
| **Level 2 –Foundational** | * Gathers and documents basic technical data, with guidance or supervision. * Uses appropriate technical documentation tools to properly catalog and monitor system life cycle changes and to construct, store, retrieve, and identify documents, under guidance or supervision. * Follows appropriate review and distribution protocols for development and submission of technical documentation. |
| **Level 3 – Intermediate** | * Collects, interprets, and composes technical information into clear, readable documents to be used by technical and non-technical personnel. * Applies editorial policies, standards, and guidelines related to quality, graphics, coverage, format, and style for technical documentation. * Edits functional descriptions, system specifications, user’s manuals, special reports, or any other customer deliverables and documents. |
| **Level 4 – Advanced** | * Researches, organizes, writes, edits, and/or produces data for a wide variety of technical publications, in accordance with established best practices. * Recommends overall organization and layout, editorial standards, and publication methods. * Develops and/or reviews design and content of multiple technical documents. * Analyzes and recommends resolution of complex issues affecting IT technical documentation. |
| **Level 5 – Expert** | * Advises others on documentation tools, techniques, and delivery mechanisms. * Devises and oversees adoption of documentation standards and editing styles for the organization. * Leads design and development of high-impact, multi-audience documentation systems. * Directs and/or coordinates the writing and editing of multiple technical documents. |

| Technology Application  Uses machines, tools, or equipment effectively; uses computers and computer applications to analyze and communicate information in the appropriate format. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Describes how specified technology is used to perform routine tasks. * Communicates using a wide variety of IT systems based upon the message/data being shared. |
| **Level 2 –Foundational** | * Differentiates between available technology (e.g., machines, tools, and equipment) to perform tasks in the most effective manner. * Demonstrates familiarity and ease with a variety of computer applications and uses the applications to efficiently execute basic tasks. |
| **Level 3 – Intermediate** | * Selects and applies appropriate technology to perform moderately complex tasks. * Manipulates or interprets complex data through effective and efficient use of computer applications and software (e.g., databases or spreadsheets). * Utilizes a variety of computer-based presentation formats (e.g., charts, graphs, tables, graphics) to illustrate ideas, issues, and trends in a compelling manner. |
| **Level 4 – Advanced** | * Analyzes effective use and application of technology in meeting team or organizational needs, and recommends computer-based solutions to address deficiencies or opportunities. * Analyzes need for databases, repositories, systems, or other technologies, and determines software requirements to enable effective use. * Recommends computer security systems, hardware, and software programs to automate maintenance, upgrade, and replacement schedules. * Advises on appropriate technology for team to accomplish tasks. |
| **Level 5 – Expert** | * Plans enhancements or major overhauls of complex and large IT systems for consideration by senior management. * Creates environments that enable staff to apply and/or develop technology to accomplish assignments. * Recommends new VA technology needs to leadership and explains how related technology solutions it will affect efficiency and productivity. |

| Telecommunications  Knowledge of transmissions, broadcasting, switching, control, and operation of telecommunications and/or telephony or conferencing systems and related network infrastructure. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies and defines major components of the telecommunications system and network. * Describes importance of telecommunications as related to VA’s goals (e.g., telehealth, teleconferencing). * Follows team or organization’s telecommunications procedures and protocols. |
| **Level 2 –Foundational** | * Applies understanding of functions and features of major network components to operate the telecommunications network. * Communicates technical knowledge about telecommunications systems and functions to non-technical personnel, both orally and in writing. * Describes telecommunication operating techniques and requirements. * Provides routine support to telecommunications components, systems, and/or networks, with guidance. |
| **Level 3 – Intermediate** | * Implements and supports critical aspects of the telecommunications network, voice, data, and video architectures. * Identifies planned network changes and determines potential impact on day-to-day operations. * Installs and supports local telecommunications networks, devices, and links to remote networks. * Operates telephone and data communication test equipment. |
| **Level 4 – Advanced** | * Consults to others on telecommunication network services, facilities, and interconnectivity to advance network services. * Applies in-depth knowledge of network, voice, data, and video architectures and their components to manage telecommunications within the organization. * Devises solutions to complex telecommunications problems or novel requirements for which existing techniques are inadequate. * Oversees implementation of telecommunications policies, and/or develops specific operating instructions to guide policy implementation. |
| **Level 5 – Expert** | * Approves standards and directives for use of telecommunications technologies and services. * Leads and directs the development of network technology architecture platforms for organizations. * Creates telecommunication policies and/or devises new methods, approaches, or procedures related to telecommunications solutions, as appropriate. * Assesses the applicability and cost effectiveness of recommended telecommunications solutions. |

| Testing and Evaluation  Knowledge of the principles, methods, and tools for analyzing and developing software and systems test and evaluation procedures, as well as technical characteristics of IT systems, including identifying critical operational issues. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies testing methods, principles, and procedures. * Reads and articulates test results. |
| **Level 2 –Foundational** | * Describes anomalies in testing and evaluation processes and raises those for discussion with a peer or supervisor. * Applies appropriate principles and methods when conducting or reviewing testing and evaluation processes. * Incorporates system risk assessment from peers or a supervisor into a system evaluation. |
| **Level 3 – Intermediate** | * Identifies or uses appropriate tools to document, analyze, and test results and improve processes based on the results. * Tests solutions or examines test solution reports for compatibility with technical specifications identified during the requirements phase. * Interprets test and reference documents developed by others, describing what to look for after testing is completed. * Develops use cases and plans for testing the functionality of each scenario. |
| **Level 4 – Advanced** | * Develops or evaluates recommendations related to analysis of test data. * Conducts or supervises testing activities across existing platforms and applications for implementation. * Assesses system risks (e.g., systems/equipment/tools) and mitigation strategies for effectiveness. * Analyzes or develops solutions to improve testing efficiency. |
| **Level 5 – Expert** | * Discusses or designs comprehensive testing plans for cross-functional applications. * Directs efforts to manage the programmatic and system impact that results from software and systems testing. * Supports development of standards, policies, and practices for software and systems testing. |

| Vulnerabilities Assessment  Knowledge of the principles, methods, and tools for assessing vulnerabilities, and developing or recommending appropriate mitigation countermeasures. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Assists in developing security audit reports by gathering and recording data during audit activities and contributes to written sections of the final report. * Demonstrates knowledge of basic network configuration and topology when providing input into network analysis and assisting network security control testing, with direct guidance and supervision. * Follows step-by-step instructions for updating knowledge management portals with updated Enterprise Network Defense policies, regulations, and compliance documents specifically related to Enterprise Network Defense auditing. |
| **Level 2 –Foundational** | * Applies best practices and/or recognized methodology to perform an evaluation of cybersecurity systems and operations; analyzes the results of evaluations against codes of practices and provides recommendations and next steps for action. * Applies knowledge of application vulnerabilities, basic hacking techniques, and capability to use penetration testing tools to conduct authorized penetration testing of enterprise network assets and report findings. * Uses vulnerability assessment tools to perform system audits (including operating systems database) to determine risks and recommend mitigation procedures in accordance with established guidelines. |
| **Level 3 – Intermediate** | * Participates in the analysis of security policies and configurations to evaluate compliance with regulations and enterprise directives under supervision. * Interprets and applies organizational security guidelines to participate in threat and vulnerability assessments and determine deviations from acceptable configurations. * Uses best practices and/or recognized methodologies to perform an evaluation of cybersecurity systems and operations; analyzes the results of evaluations against codes of practices and provides recommendations and next steps for action. |
| **Level 4 – Advanced** | * Lends advanced knowledge of network security architecture, including the application of Defense In-Depth principles, to analyze site/enterprise security policies and configurations and evaluate compliance with regulations and enterprise directives. * Shares best practices for adhering to established guidelines when conducting assessments of threats and vulnerabilities by reviewing and validating testing reports for quality and providing a comprehensive depiction of security functions. * Interprets and applies organizational security guidelines to act as team lead and oversee threat and vulnerability assessments, determine deviations from acceptable configurations, and recommend appropriate mitigations and countermeasures. |
| **Level 5 – Expert** | * Leverages expert knowledge in vulnerability scanning; network, system, and operating hardening techniques; and hacking principles to conduct research on continuous improvement and present and prepare publications on security auditing functions to contribute to Vulnerability Assessment Management activities within the organization. * Applies expertise in vulnerabilities assessment, enterprise network defense, and information assurance to manage and coordinate auditing program activities, develop program plans, and budget resources and personnel. * Leads teams on evaluation engagements and demonstrates the ability to provide examples of best practices in evaluation engagements based on training and prior experience with IT operational risks (within specific critical infrastructure sectors). |

| Web Development  Knowledge of the principles and methods of Web technologies, tools, and delivery systems, including Web security, privacy policy practices, and user interface issues as they apply to development. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Identifies web development technologies, tools, and delivery systems. * Defines and provides examples of web development, web design, and data communication with respect to web server and/or web client. |
| **Level 2 –Foundational** | * Describes and follows the principles and methods of web development technologies, tools, and delivery systems. * Completes basic configurations of web browsers and/or components. * Interprets basic requirements as part of new or updated web development and implements them, with guidance. * Demonstrates knowledge of web development resources (e.g., page structure, elements, attributes), and performs basic updates to websites based on these resources. |
| **Level 3 – Intermediate** | * Determines compatibility of applications with available browsers. * Interprets requirements for web development tasks and addresses requirements as part of new or updated development projects. * Develops or modifies simple and advanced web pages using web-development tools. * Uploads and tests constructed web pages following approved methods. |
| **Level 4 – Advanced** | * Manages the implementation, development, and/or operation of websites. * Analyzes web pages, technologies, and delivery systems, and/or deduces development issues related to web security, privacy and user interface. * Explains implications of complex requirements for web development to promote understanding across team and staff. * Analyzes and troubleshoots complex web development errors (e.g., uploading, connection speed, encoding, syntax) for successful resolution. |
| **Level 5 – Expert** | * Establishes policies and standards for use of web development technologies, tools, and delivery systems that maintain currency with industry developments and established principles. * Reports on new developments in web technologies and delivery systems in a manner that facilitates timely adoption and integration into organizational practices. * Creates complex network applications using live relational databases for web-based online updating purposes. |

| Web Technology  Knowledge of the principles and methods of web technologies, tools, and delivery systems, including web security, privacy policy practices, and user interface issues. | |
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| **Proficiency Level** | **Example OI&T Behaviors** |
| **Level 1 – Novice** | * Recognizes web technologies, tools, and delivery systems. * Adheres to established practices related to web security, privacy policy, and user interface issues. |
| **Level 2 –Foundational** | * Explains the principles and methods of web technologies, tools, and delivery systems. * Adheres to web security, privacy, and user interface policies and practices, with guidance. * Troubleshoots front end web technology issues, with supervisor or peer guidance. * Details how permissions are managed to ensure protection of privacy and access. * Demonstrates understanding of the requirements for sensitive data transmission (e.g., difference between http and https). |
| **Level 3 – Intermediate** | * Executes tasks requiring knowledge of linkage and integration capabilities in the product design phase. * Independently implements or supports web technology tools, systems, user interface, and/or security and privacy issues. * Reviews web security practices, privacy policies, and/or user interface issues for compliance or breach. * Reviews local policies related to internet and web usage to support and enhance web security. |
| **Level 4 – Advanced** | * Plans for and manages web technology growth and adoption across the team. * Manages implementation of web technologies, tools, systems, and/or security, privacy, and user interface policies and practices across team members. * Analyzes, defines, develops, and implements web design, development, and delivery strategies across a team. * Evaluates potential risk related to internal and external security, privacy, and user interface and proposes multi-layered strategies and/or practical IT security solutions to mitigate risk to the organization. * Ensures 508 and FIPS 140-2 website encryption. |
| **Level 5 – Expert** | * Designs policies and standards for web technologies, tools, and delivery systems that maintain currency with industry developments and established principles. * Creates and/or leads forums to inform stakeholders of risks related to use of web technologies, and helps foster individual and team responsibility for web security. |