

Digital Government Competency Framework

Structure of the Framework

COMPETENCY ANALYSIS



ICT Competencies



Digital Government Competencies



Managerial Competencies

JOB GRADE PROFILING

Top & 2nd Tier Management

Chief Digital Information Officer
(CDIO)

Middle & Junior Management

Operational Staff

NEED ASSESMENT

Conduct need assessment to
evaluate current competency
levels

ACTION



Capacity Building Interventions

Focus Areas



ICT

Required knowledge and skills to enable more efficient, cost-effective, and participatory government, facilitate more convenient government services, allow greater public access to information, and make government more accountable to citizens.



Digital Government

Required knowledge and capabilities to drive an ICT enabled transformation of the public sector. And making it possible to carry out the public sector's tasks more efficiently and effectively.



Management

Are the skills, habits, motives, knowledge and attitudes necessary to successfully manage people or the knowledge and skills that contribute to workplace productivity.

Stakeholder Layers

Top & 2nd Tier Management

A group of people who directs and controls an organization at the highest level. Who holds authority, resources and decision-making power regarding changes at the company.

Eg: Senior - Executive Level (Secretary, Additional Secretary, Director General, etc.) - Top and 2nd in command

Chief Digital Information Officers

A person who is responsible for facilitating providing strategic direction and promote digital transformation initiatives.

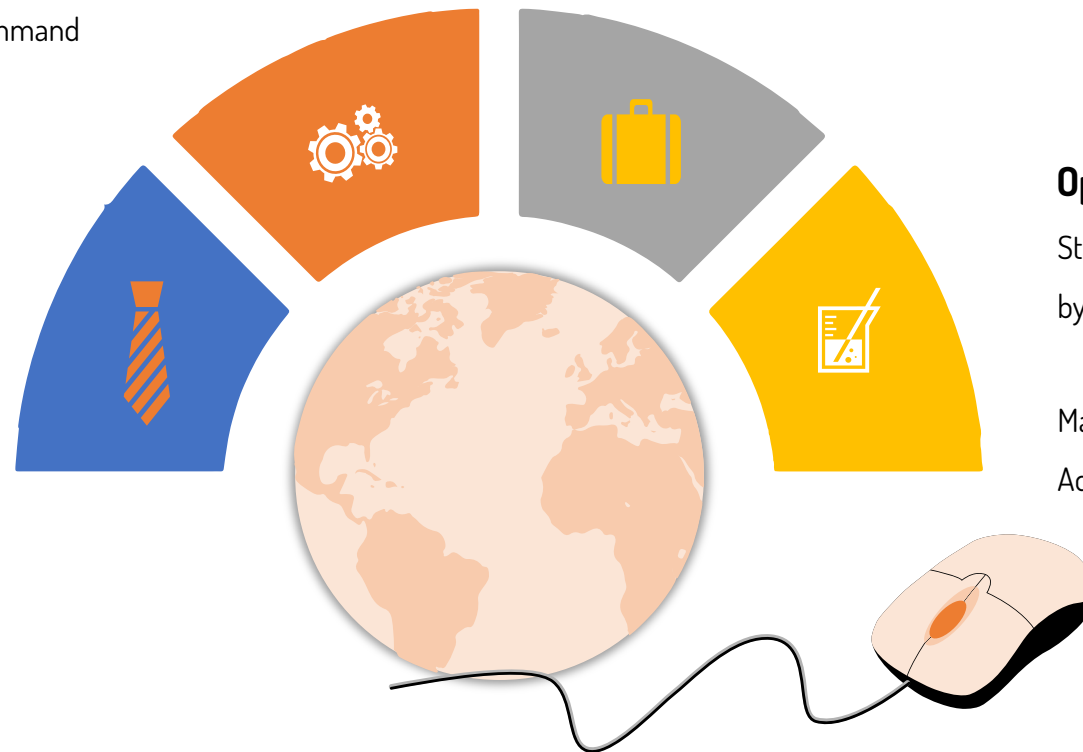
Middle & Junior Management

Subordinate to the top and 2nd tier management and responsible for team leading. Middle management is indirectly (through line management) responsible for junior staff performance and productivity

Eg: Directors, Assistant Directors, etc.

Operational Staff

Staff executing the strategy which is developed by the organizational leaders. Secondary - (Development Officer, Technical Officer, Management Service Officer, Staff Officers, Administrative Officer, ICT Officer, etc.)



Digital Government Competency Framework

Competency Proficiency - ICT

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Competency Area	Proficiency	Recommendations
Digital Citizenship	38%	Digital media and technologies, Impact of technology use, Cyber risks, Cyber-threats, Digital Empathy, Digital footprint, Digital media, Privacy Management
Information Management	0%	Information security Data protection and privacy, Tools and techniques available to retrieve data
ICT in workplace	44%	Tools techniques and trends that enables digital transformation on public services, Emerging ICT technologies, Line of Business and tools and techniques in digitalization, , Digital tools and technologies usage

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ICT Proficiency



Digital Government Proficiency



Management Proficiency



ICT Recommendations

- Recognize benefits of ICT for digital government transformation of public services,
- Knowledge on Emerging ICT technologies need to be improved,
- Identification of digitalization needs,
- Recognize the benefits of Digital Government transformation,
- Be a avid practitioner of digital tools and technologies in the workplace,
- Recognize concepts of Information security, data protection and privacy,
- Timely retrieval of information for effective service delivery,
- Digital Citizen Identity,
- Balanced Use of Technology,
- Behavioural Cyber-Risk Management,
- Personal Cyber Security Management,
- Digital Empathy,
- Digital Footprint Management,
- Media and Information Literacy,
- Privacy Management

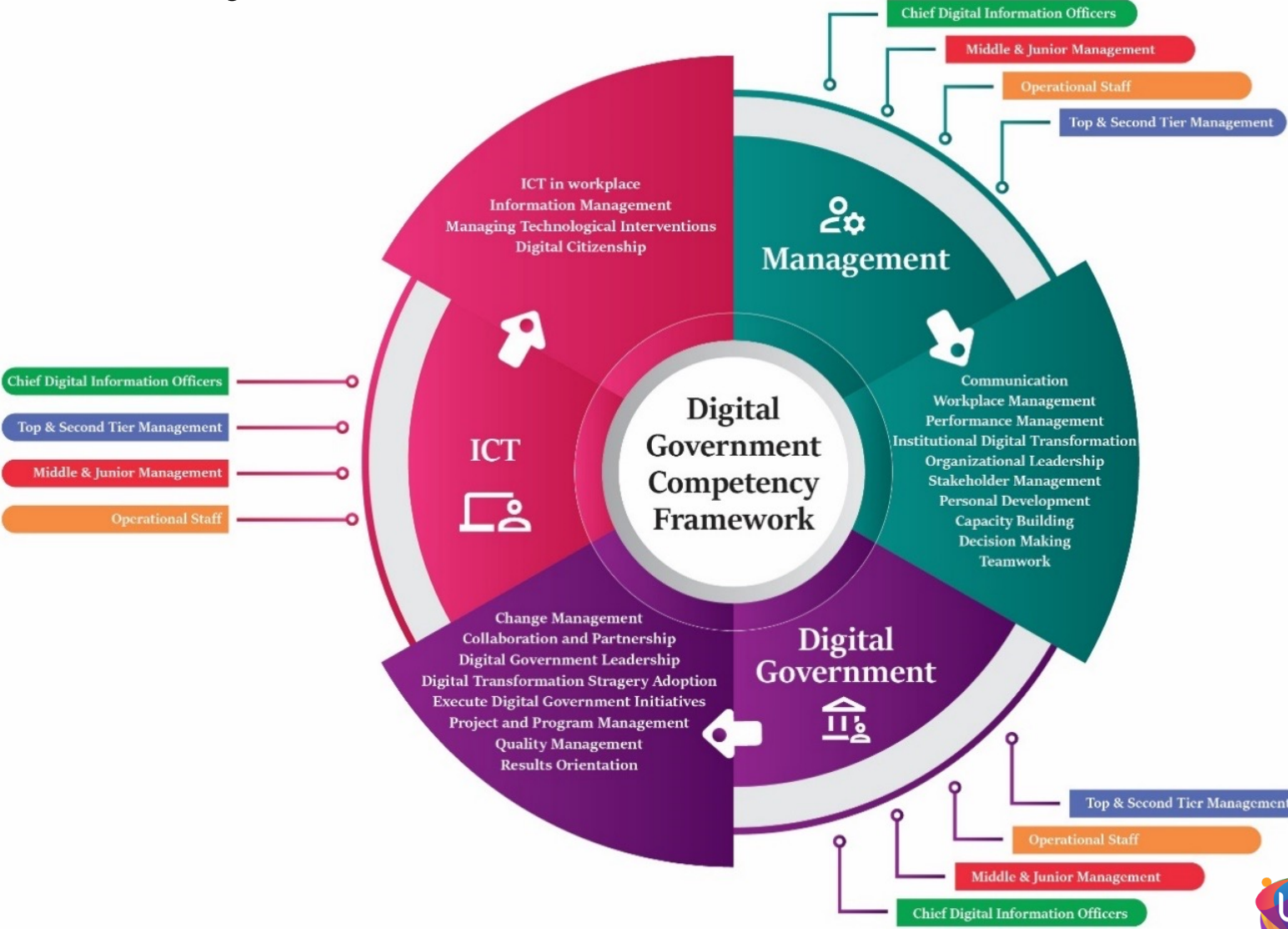
Digital Government Recommendations

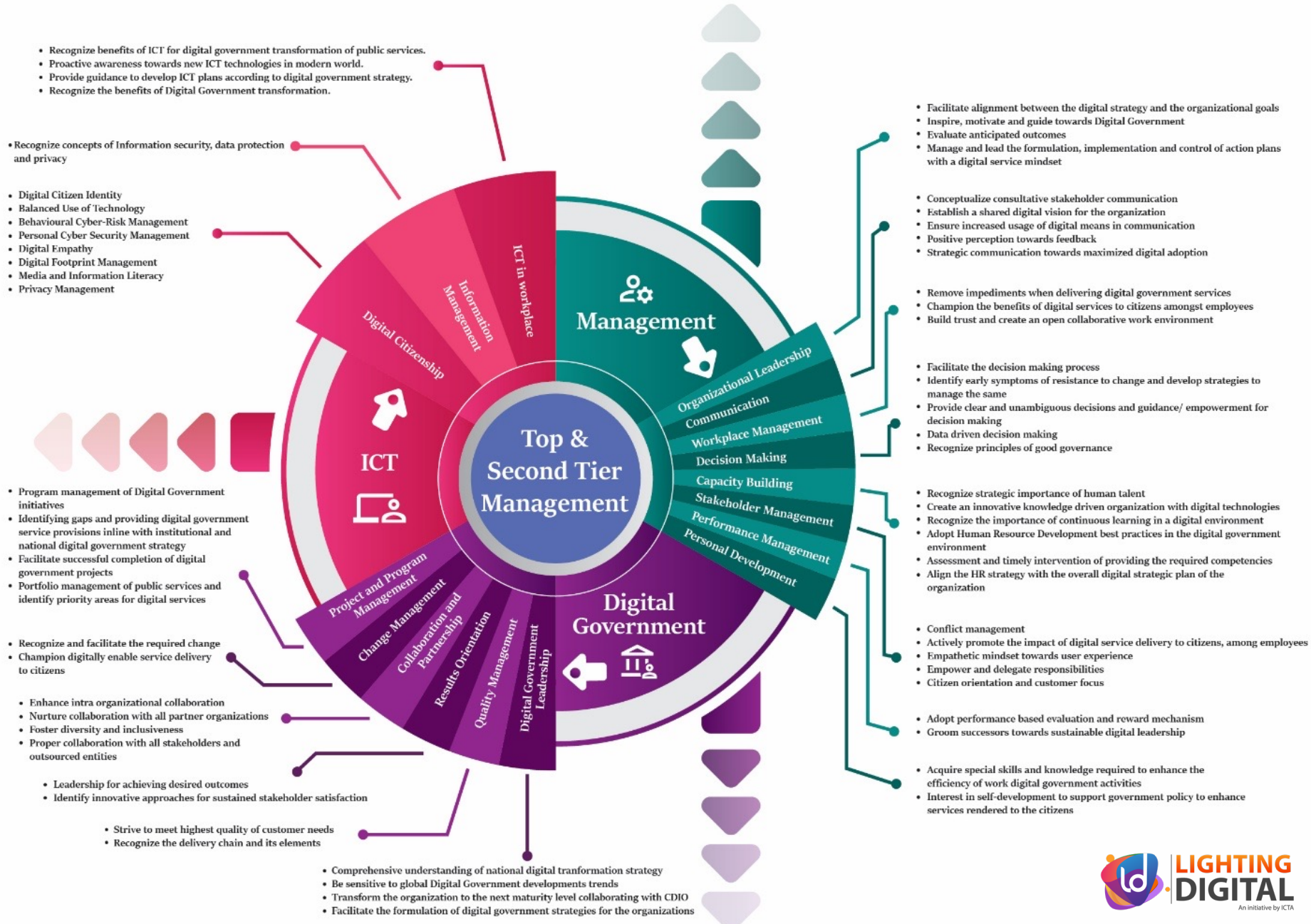
- Change Management,
- Performance Management,
- Communication,
- Digital communication,
- Communication
- Personal development,
- Leadership
- Communication,
- Promote benefits to the citizens of a digital service,
- Team dynamics Collaboration,
- Decision making,
- Decision making
- Personal development,
- Business intelligence
- Data analytics,
- Risk Management,
- Human resources
- Talent management,
- Digital transformation,
- Conflict management,
- Promote benefits to the citizens of a digital service amongst employees,
- Empower employees Communication Learning and development Decision making,
- Citizenship orientation
- Customer service,

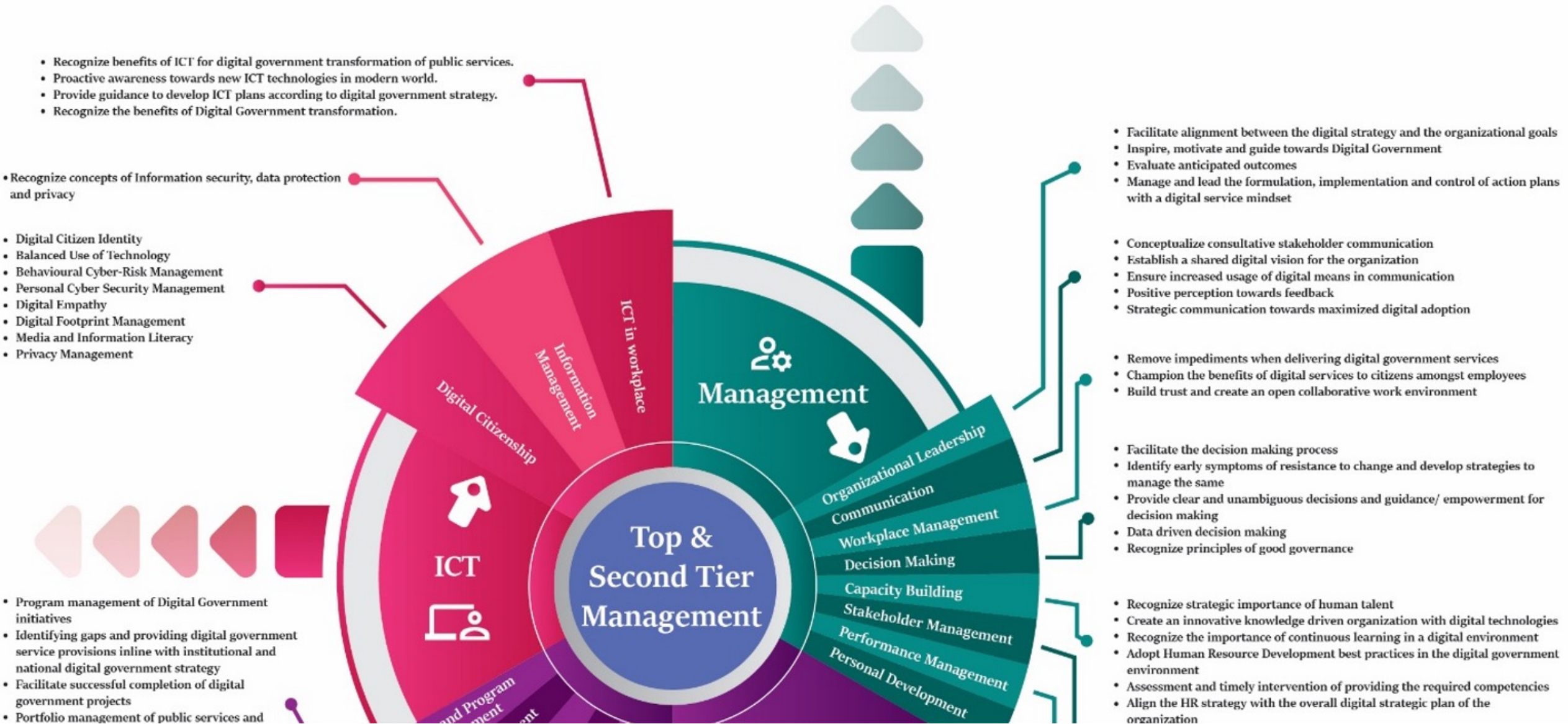
Management Recommendations

- Project Management
- Program Management,
- Project Management
- Program Management,
- Digitalization
- LoB,
- Change Management,
- Digital services,
- Collaboration,
- Diversity
- Inclusiveness
- Bridge the digital divide,
- Data sharing,
- Evaluate outcomes,
- Continuous innovation
- Stakeholder satisfaction,
- Performance Management,
- Business Environmental Analysis,
- Stakeholder expectations and satisfaction
- Quality management,
- Quality management
- Digital means available
- Service delivery,
- Service delivery
- Quality management,

Snapshot of the Framework







10. Annexure 03

10.1 Details of the Competencies of Top Level & Second Tier Management

10.1.1 ICT Competencies

ICT Competencies						
Competency Area	Description	Competency	Description	Knowledge	Skills	Attitudes
ICT in workplace	Productively perform tasks in the workplace by using ICT skills and knowledge in a digital government setting	Recognize the benefits of ICT for digital government transformation of public services	Identify the importance of ICT to deliver public services digitally	Thorough understanding of tools techniques and trends that enable digital transformation in public services	Expertise in using digital tools for digital transformation in public services	Positive mindset towards using ICT for digital transformation
		Proactive awareness towards new ICT technologies in the modern world	Awareness of global modern ICT technologies including the digital skills and technology that a workforce requires to keep pace with digital evolution including administrative, physical, and logical controls	Thorough understanding of emerging ICT technologies	Ability to research and engage in continuous learning of new trends in ICT technologies.	Proactive attitude to learn about the emerging ICT technologies
		Guide to developing ICT plans according to digital government strategy	Guide to developing policies and procedures that have been passed through the parliament	Thorough understanding of principles of developing ICT plans and well-versed in the	Skill to provide unambiguous guidance to CDIO to develop ICT plans.	Cooperative with all stakeholders to devise ICT plans for the organization

- Recognize benefits of ICT for digital government transformation of public services
- Proactive awareness towards new ICT technologies in modern world
- Develop ICT plans according to National ICT policy and achieve the objectives of the organization
- Recognize the benefits of Digital Government transformation
- Adopt innovation through digital modes
- Awareness on legislations/ acts
- pertaining to the domain
- "Functional skills for CDO job profile extracted from National Skills Platform (WIP)
 - Specialist Advice - 6
 - Enterprise and business architecture - 7
 - Emerging Technology Monitoring - 6
 - Technology Service Management - 7
 - Portfolio Management - 7
 - Product Management - 6
 - Solution architecture - 6
 - Software Design - 6
 - Systems Integration and Build - 6"

- Digital Citizen Identity
- Balanced Use of Technology
- Behavioural Cyber-Risk Management
- Personal Cyber Security Management
- Digital Empathy
- Digital Footprint Management
- Media and Information Literacy
- Privacy Management

- Recognize concepts of Information security, data protection and privacy

- Project and Program management of Digital Government initiatives
- Recognize the service provisions in line with the institutional and national Digital Government strategies
- Facilitate successful completion and delivery of digital government projects
- Steer projects in Digital Government

- Innovation mindset for organizational changes needed to improve the organization's effectiveness
- Champion digitally enable service delivery to citizens
- Lead, initiate and implement organizational change in institutional digital government transformation
- Identify and manage change requirements of organizational processes and solutions in digital transformation efforts

- Achieve desired outcomes of relevant digital government initiatives
- Develop innovative approaches to deliver greater stakeholder satisfaction

- Be sensitive to the societal and economic expectations of digital government interventions
- Ensure that the digital government solutions meets the changing stakeholder expectations & customer satisfaction, and technological enhancements
- Manage the quality, of service delivery through digital means for citizen interaction
- Continuous digital improvements to enhance quality of service delivery
- Manage Quality Service in Digital Government initiatives

- Drive digital government transformation in the organization
- Manage physical resources and infrastructure in Digital Government setting
- Manage and mitigate risk ensuring disaster recovery and business continuity
- Transform the organization to the next digital maturity level with the knowledge on the global Digital Government developments trends
- Knowledge on digital governance in an enterprise setting

- Comprehend information system architecture
- Initiate, drive organization towards adopting digital government solutions
- Identify, design and adopt business process improvements
- Ensure alignment between business evolution and technology developments
- Enable interoperability, scalability, usability and security of the IT infrastructure and systems of the organization

- Managing Technological Interventions
- ICT in workplace
- Digital Citizenship
- Information Management

- Project and Program Management
- Change Management
- Results Orientation
- Quality Management
- Digital Transformation Strategy Adoption
- Collaboration and Partnership
- Execute digital government initiatives

- Conduct and manage procurement related to digital government
- Determine the modality of delivering the solution. (such as outsource, multisource, etc.)
- Manage outsourcing and vendor management
- Manage multi channel service delivery in the organization

- Build alliances and to achieve organizational milestones of digital government
- Provide integrated government services through inter organizational secure data sharing and shared services for Whole-of-Government concept
- Integrate relevant services within the organization across multiple digital government initiatives
- Proper collaboration with all stakeholders and outsourced entities

Chief Digital Information Officers

Management

Digital Government

- Communication
- Workplace Management
- Decision Making
- Capacity Building
- Stakeholder Management
- Performance Management
- Teamwork
- Personal Development
- Institutional digital transformation

- Conceptualize consultative stakeholder communication
- Inspire others to understand the purpose and strategic direction towards a digital government
- Ensure increased usage of digital means in communication
- Positive perception towards feedback
- Inspire, motivate and guide towards digital transformation success
- Effective dissemination of information and guidance towards maximize digitalization efforts.
- Maintain credibility among superiors, peers, and subordinates

- Recognize impediments when delivering digital government services
- Champion the benefits of digital services to citizens amongst employees
- Create an open collaborative work environment

- Facilitate the decision making process
- Identify early symptoms of resistance to change and develop strategies to manage the same
- Accountability in decision making
- Data driven decision making
- Recognize principles of good governance
- Transparent decisions
- Participatory decision making

- Recognize the importance of Human Talent
- Create an innovative knowledge driven organization with digital technologies
- Recognize the importance of continuous learning in a digital environment
- Conduct Training Need Analysis (TNA), benchmark and build the required competencies of all staff
- Assist ICTA in its efforts to identify a diverse blend of capability and skills to meet current and future digitalization efforts

- Conflict management
- Actively promote the impact of digital service delivery to citizens, among employees
- Empathetic mindset towards user experience
- Empower and delegate responsibilities
- Citizen orientation and customer focus

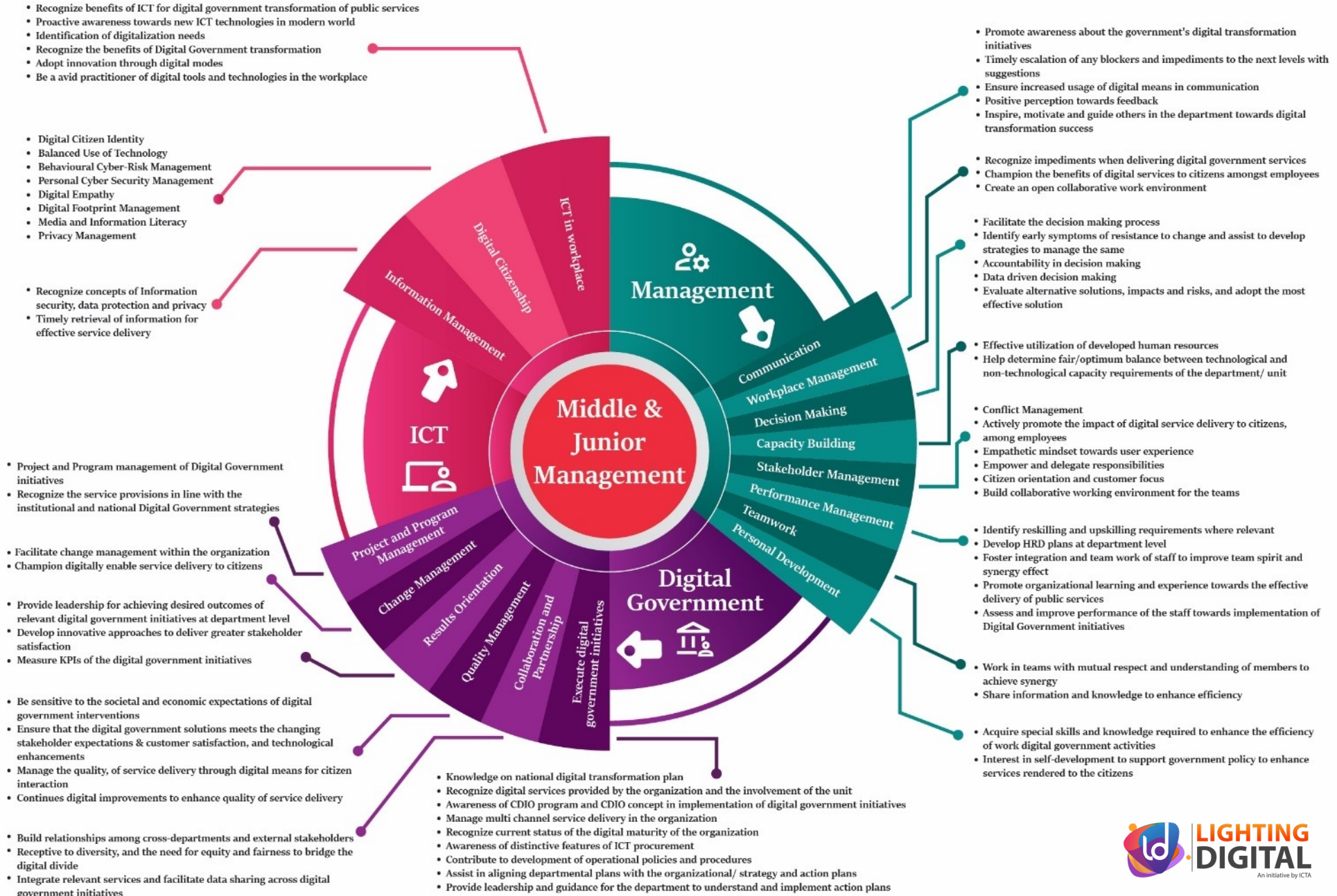
- Identify reskilling and upskilling requirements where relevant
- Develop successors to sustain digital government initiatives
- Foster integration and teamwork at all levels of staff in Digital Government activities
- Provide consultative support to develop HR plan for organizational digital transformational strategy
- Assess and improve performance of the staff towards implementation of Digital Government initiatives
- Adopt knowledge management practices to promote organizational learning
- Build competent teams to deliver expected results

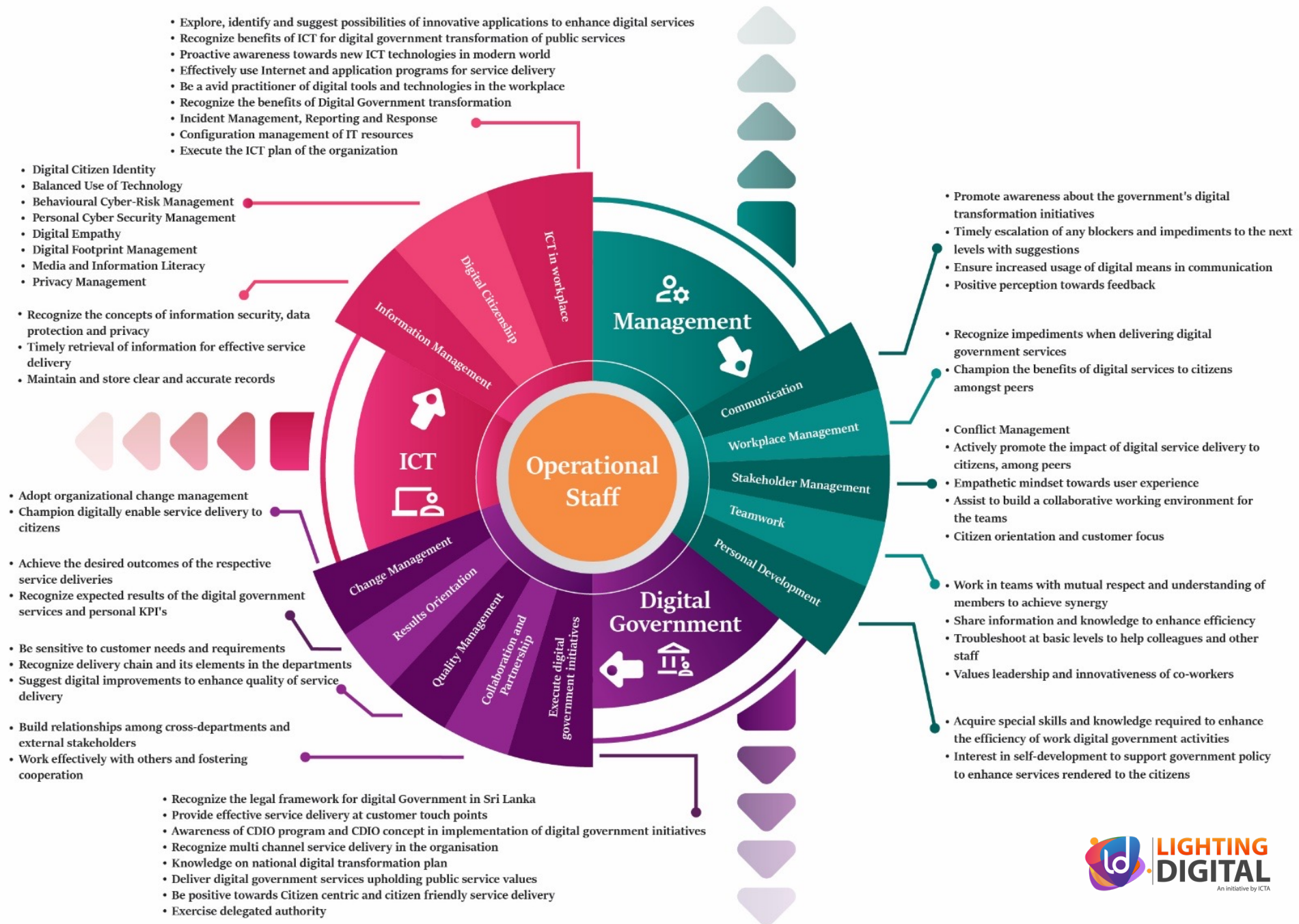
- Work in teams with mutual respect and understanding of members to achieve synergy
- Share information and knowledge to enhance efficiency

- Acquire special skills and knowledge required to enhance the efficiency of work digital government activities
- Interest in self-development to support government policy to enhance services rendered to the citizens

- Strategic positioning of the organization in the national digital vision/roadmap.
- Formulate institutional digital transformation strategy and road map align with organizational corporate vision
- Inspire, motivate and guide organization towards Digital Government
- Recognize and adopt results oriented management principles and application of M&E
- Consultative support to integrate digital government with organizational business plans
- General Management







Thank You