DIGITAL GOVERNMENT COMPETENCY FRAMEWORK

ICTA
ideas actioned
Information and Communication Technology Agency

ICTA
ideas actioned
Information and Communication Technology Agency

LIGHTING DIGITAL

Table of Contents

List of Tables

List of Figures

Acronyms

APCICT	- Asian and Pacific Training Centre for Information and Communication Technology
ASEAN	- Association of Southeast Asian Nations
CEDEFOP	- European Centre for the Development of Vocational Training
CoE	- Council of Europe
DigComp	- Digital Competence Framework for Citizens
DiSTO	- Digital Skills to Tangible Outcomes
DLGF	- Digital Literacy Global Framework

DQ   - Digital Intelligence

EU   - European Union

GoSL   - Government of Sri Lanka

HRCB   - Human Resources & Capacity Building

HRD   - Human Resource Development

ICT   - Information, Communication and Technology

ICTA   - Information and Communication Technology Agency

IT   - Information Technology

ITU   - International Telecommunication Union

MIL   - Media and Information Literacy

NTA   - Need Assessment Toolkit

OECD   - Organization for Economic Co-operation and Development

UN   - United Nations

UNESCO   - United Nations Educational, Scientific and Cultural Organization

Executive Summary

Usage of ICT is becoming widespread across society and more and more people are using technologies. With society becoming digitalized the knowledge, attitude, and skills that are required to be competent are becoming essential.

Digital skills are necessary for an increasing number of professions in the workplace, and even in historically manual areas like agriculture, digital applications are beginning to make inroads, necessitating some level of digital literacy.

Creating a digitally proficient population necessitates digital skills increase and governments require well-structured systems to determine existing digital skill levels and manage future requirements.

When it comes to competency mapping related to digital government transformation, the government currently lacks an appropriate basis and defined methodology. However, because government personnel's competencies are at various levels, the ad hoc structure that is available is quite complicated.

The Sri Lankan government organizational service cadre is segregated as Senior, Tertiary, and Secondary and there is around one million government workforce as of 2019.

As of 2019, the Sri Lankan government's organizational service cadre is divided into four categories: senior, tertiary, secondary, and Primary with a total workforce of over one million people.

Senior	Tertiary	Secondary	Primary	Total
54,095	34,397	662,653	279,797	**1,030,942**

Around 750,000 officials from the Senior, Tertiary, and Secondary levels make up the whole workforce, which ICTA is focusing on capacity building. Further, as their nature of work is diversified and the competencies of its employees vary greatly.

However, the government's complexity creates numerous practical challenges in implementing a capacity-building project for the government sector. Geographical conditions, the hierarchical structure of government organizations, unequal resource distribution, and a lack of opportunities are only a few examples.

Similarly, according to the 'Diffusion of Innovation Theory,' the peak of the curve for Sri Lankan government officials is often at the tail end of the curve, where adoption of novel ideas and concepts is relatively low. As a result, ICTA is focusing on the 'Innovators and Early Adopters,' segments of the government workforce, to elevate digital capability among government employees, as well as pushing the 'Early Majority, Late Majority, and Laggards,' to the front and changing the curve for Sri Lankan government service.
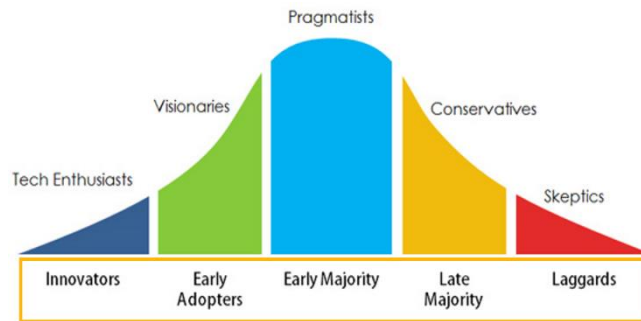
Figure 1: Diffusion of Innovation Curve

This document focuses solely on the importance of having a competency framework for the government sector and establishing an ICT Competency Framework and the processes taken to develop, implement and adopt a competency framework for the public sector.

1. Introduction

Sri Lanka is swiftly moving towards a significant transformation in the government sector which demands a rapid transformation, particularly in the way the government officials think and work. ICTA is expected to build the required competencies at all levels to ensure the capable human capital of the government will positively embrace the cultural shift that will take place with digital transformation. As a result, public service and its officers will be productive, and efficient and deliver citizen-friendly and citizen-centric services seamlessly.

These technology improvements create and increase the need for governments to cultivate a digitally proficient populace to expand economic participation, drive economic development, and compete in the global economy. To do so, the government must identify present digital skill levels as well as determine and forecast current and future digital skill requirements in their country.

Competency Frameworks are being adopted to build human capacities in a structured manner. According to the APCICT competency framework known as a "cluster of related knowledge, skills and attitudes that affects a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development." (UN-APCICT, 2010) In other words, competency standards are standards that measure how competent someone is to perform a role or responsibility in a job. This framework will help to transform the workforce.

Digital Government Competency Framework can help a country transform its workforce progressively. By specifying the required skills for various employment levels. Competency frameworks can help employers to find the required qualified workforce. Further, it helps the government to hire, train and appraise and promote the staff and plan labor needs. (UN-APCICT, 2015)

Currently, there is no reliable method of determining the desired competency level at any particular staff level in GoSL. As a result, GoSL is unable to determine the current competency level as well as to identify the competency gaps of the government employees. Further ICTA is unable to develop appropriate plans based on capacity expectations without knowing the competency gaps. As a result, both employees and the organizations will miss out on opportunities to enhance essential knowledge, skills, and attitudes in their respective fields of work.

Furthermore, the Sri Lankan Digital Government Competency Framework is based on the country's digital government strategy, global digital government benchmarks, and existing competency requirements. However, the existing state may not be permanent, and it will need to be updated periodically to account for changes in the global and local environments.

To facilitate the application of the Digital Government Competency Framework across the government, ICTA has developed the model shown below. Furthermore, the below model will be utilized to capacitate 100,000 government officials, under the NextGenGov initiative.
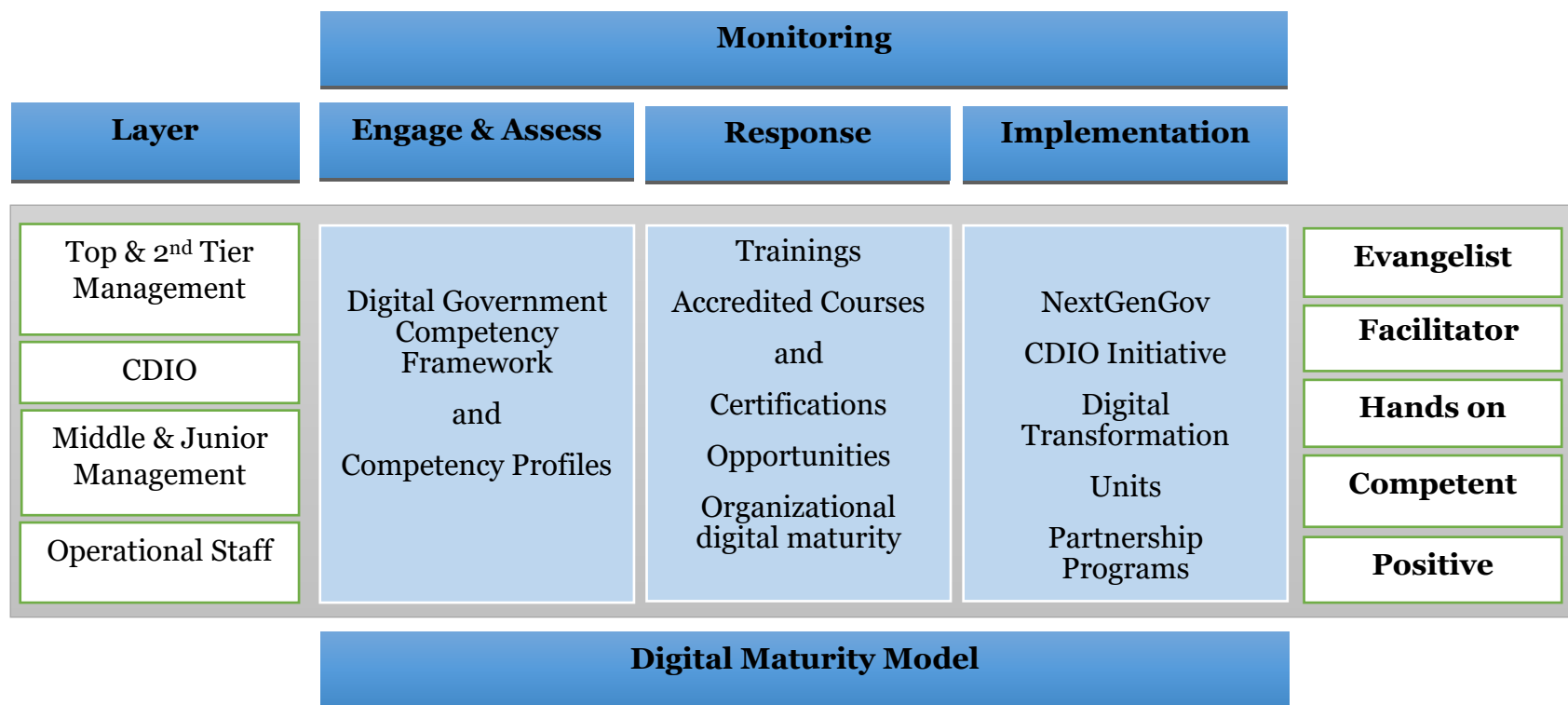
Figure 2: Implementation Model by ICTA

2. Problem Statement

The government workforce has a complex and diversified organization, and the competencies of its employees vary greatly. Further, currently, it is difficult to capacitate many officials systematically in a short period. Furthermore, there is no unified approach for capacity building across the government.

3. Literature Review

3.1   What is a Competency Framework?

Competency frameworks are conceptualizations that **"aim to structure a set of intertwined competencies that aim to improve the capacities of a specific target group"**. They can be found in policy documents, school curricula, certification schemes, and other places. scholarly papers These frameworks abound in the digital world, as evidenced by More than one hundred people who have been identified as part of the all-aboard study. (UNICEF, 2019)

A digital skills framework categorizes and organizes the complexity and breadth of digital skillsets. Frameworks establish a common language and, in some cases, specify skill levels or learning outcomes. (Vuorikari & Punie, 2019, p. 1)

Although many competency frameworks are spanning a wide range of topics, this document focuses solely on Digital Government competency frameworks.

Several countries are concerned about how to provide sufficient competencies and abilities to further expand public service delivery. Hence, there are several digital literacy competence frameworks developed by international organizations. ICTA will combine a few competency matrices to develop a unique competency matrix that supports GoSL requirements.

Please refer to Annexure 01 for more information on working definitions of competencies, the target segment for each competency, and the application of competencies in a government setting.

3.2   Overview of existing Competency Frameworks

ICTA evaluated the existing global national ICT and digital literacy frameworks, which are detailed in this part, to ensure that the proposed framework is appropriate to GoSL.

Name of the Framework	Description
Digital Competence Framework for Citizens (DigComp 2.0)	The Joint Research Centre of the European Commission first published the Digital Competence Framework for Citizens (DigComp) in 2013, and it was updated in 2017. The framework also specifies the knowledge, skills, and attitudes required for each competence, with eight proficiency levels. Following are the competency areas considered in this framework. Information and data literacy Communication and collaboration Digital content creation Safety Problem-solving DigComp, which was developed for and is largely utilized by European Union (EU) member states, has been used as a foundation for establishing strategy, education programs, and assessment tools in over 20 nations in Europe and around the world. Details are included in Annexure 02.
Digital Literacy Global Framework (DLGF)	The development of the framework included a technical review of more than 40 global digital literacy frameworks, which were then mapped against DigComp. In the end, DLGF supplemented the existing DigComp framework with two additional competence areas, namely "devices and software operations" and "career-related competencies", and one additional competence under the "problem solving" competence area, namely "computational thinking". Details

	of the framework are included in Annexure 02.
Digital Skills to Tangible Outcomes (DiSTO)	A group of researchers at the London School of Economics, established the Digital Skills to Tangible Results framework to improve and quantify people's digital skills, digital engagement, and ICT use outcomes. The framework categorizes skills into four categories. • Operational skills - the skills to operate digital media • Formal skills - the skills to handle the special structure of digital media such as menus and hyperlinks • Information skills - the skills to search, select and evaluate information in digital media • Strategic skills - the skills to employ the information contained in digital media to reach personal or professional goals. This methodology used performance-based methodologies to analyze self-assessments, allowing researchers to establish a baseline based on actual performance. As a result, it produces consistent results in terms of skill levels.
New Essential Digital Skills Framework	The new Essential Digital Skills Framework from the United Kingdom Department of Education is intended to help adults improve their digital skills. The framework focuses on "the abilities required to engage in, and contribute to today's and tomorrow's digital worlds. This includes five categories of skills: • Communicating • Handling information and content • Transacting • Problem-solving • Being safe and legal online

Table 1: Existing Competency Frameworks

After performing literature, it was identified that in several cases, countries have multiple frameworks in use and most likely for different purposes. Further 11 countries have developed their national frameworks, and of these 7 have in addition adopted enterprise frameworks. On the other hand, 36 countries have only adopted enterprise frameworks. Also, some countries have adopted multiple frameworks as well. (UNESCO, 2018)

4. Digital Government Competency Framework of Sri Lanka

4.1   Objective

To formulate a competency framework that facilitates seamlessly to capacitate all government officials.

4.2   Definitions

Competency:

The ability to perform particular tasks and duties to the standard of performance expected in the workplace, applying all relevant skills, knowledge, and attitudes consistently over time in the required workplace situations. (ILO, 2015)

Area	Definition	Example
Knowledge	The outcome of the assimilation of information through learning. Knowledge is the body of facts, principles, theories, and practices that is related to a field of work or study."	Thorough understanding of key steps to planning a program or project and be well-versed in strategies for evaluating success.
Skills	Expertise to apply knowledge and using know-how to complete tasks and solve problems.	Expertise obtained on being safe in digital space by practicing tools and techniques learned at a workshop
Attitude	Inherent characteristics or qualities are expressed through what you think, do, and feel.	Positive attitudes towards new assignments and initiatives

Table 2: Definitions

4.3   Conceptual Model
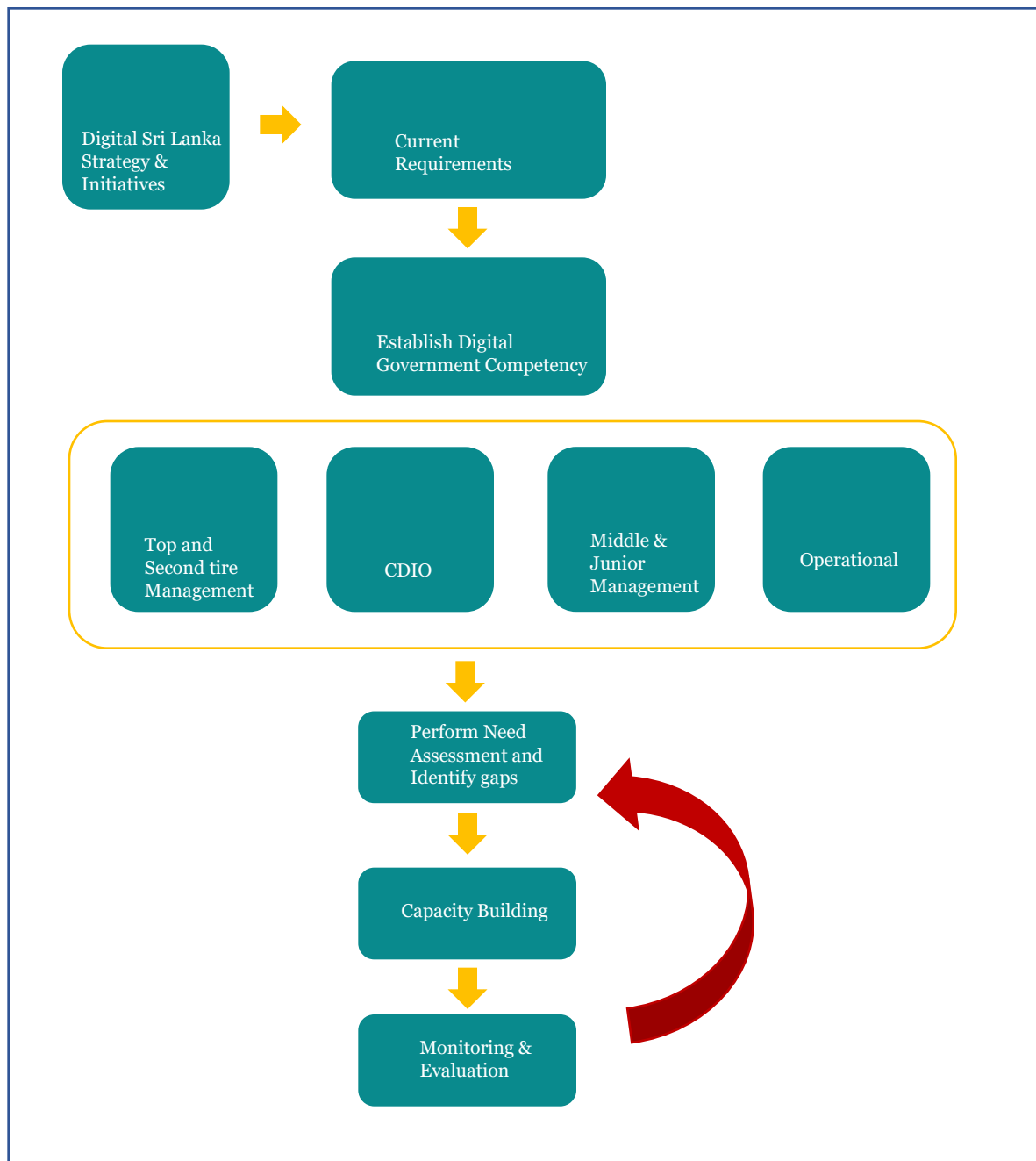
Figure 3: Establish Digital Government Competency Framework

4.4 Focus Areas

The structure of the Digital Government Competency Framework consists of 3 key focus areas In line with the focus areas, competency areas, competencies are structured and defined.

Key Focus Area	Definition
ICT	Required knowledge and skills in ICT 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.

Table 3: Focus Areas

4.5 Stakeholder Layers

Having reviewed all the factors in the alignment of the internationally used relevant frameworks in digital government, the competencies are identified for the below-mentioned four layers for the GoSL.

Top & 2nd Tier Management	Personnel who direct and control 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 promoting 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.
	Eg: Development Officer, Technical Officer, Management Service Officer, Staff Officers, Administrative Officer, ICT Officer, etc.

Table 4: Stakeholder Layers

4.6   Snapshot of the Framework

https://docs.google.com/spreadsheets/d/1UI-dkGqEq5YlQHnuDiYC2T_UK5wMGsKvvNkTvdDibvw/edit?usp=sharing

Figure 4: Snapshot of the Framework

4.7   Top & 2nd Tier Management – Competencies

Figure 5: Competencies - Top & 2nd Tier Management

4.8 CDIO – Competencies

- 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 CDIO 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
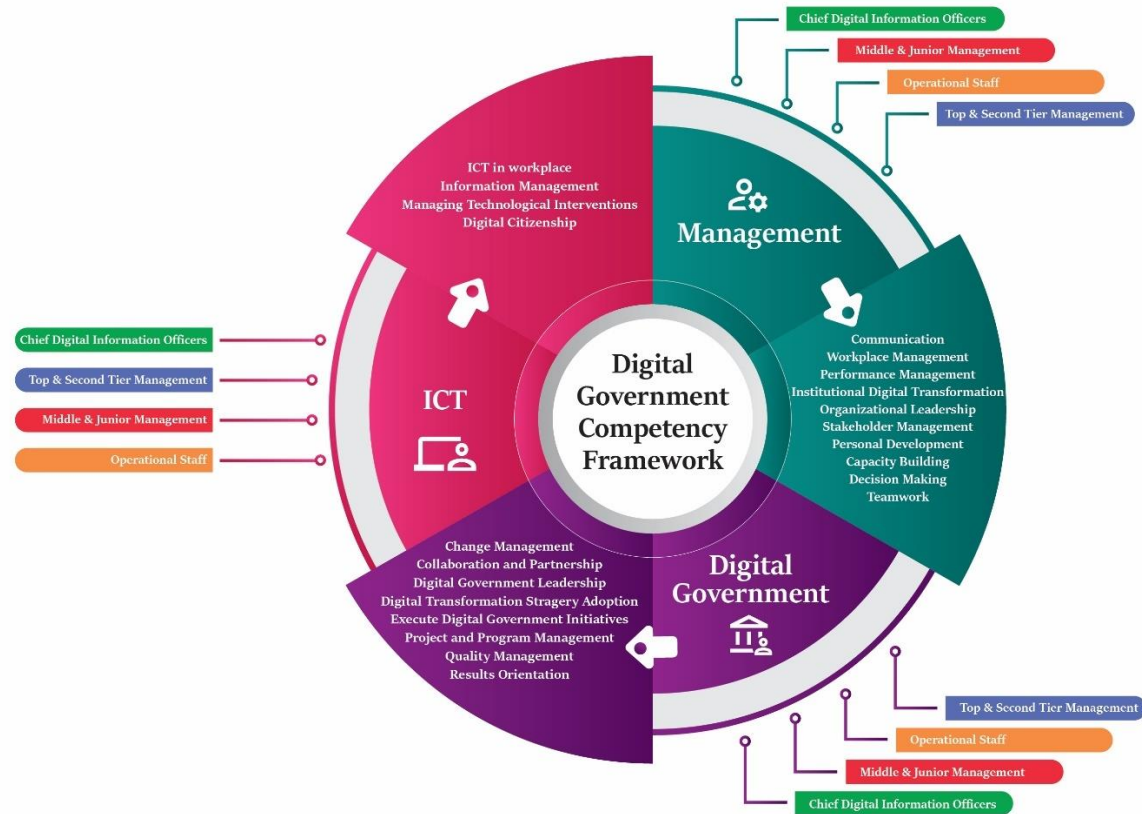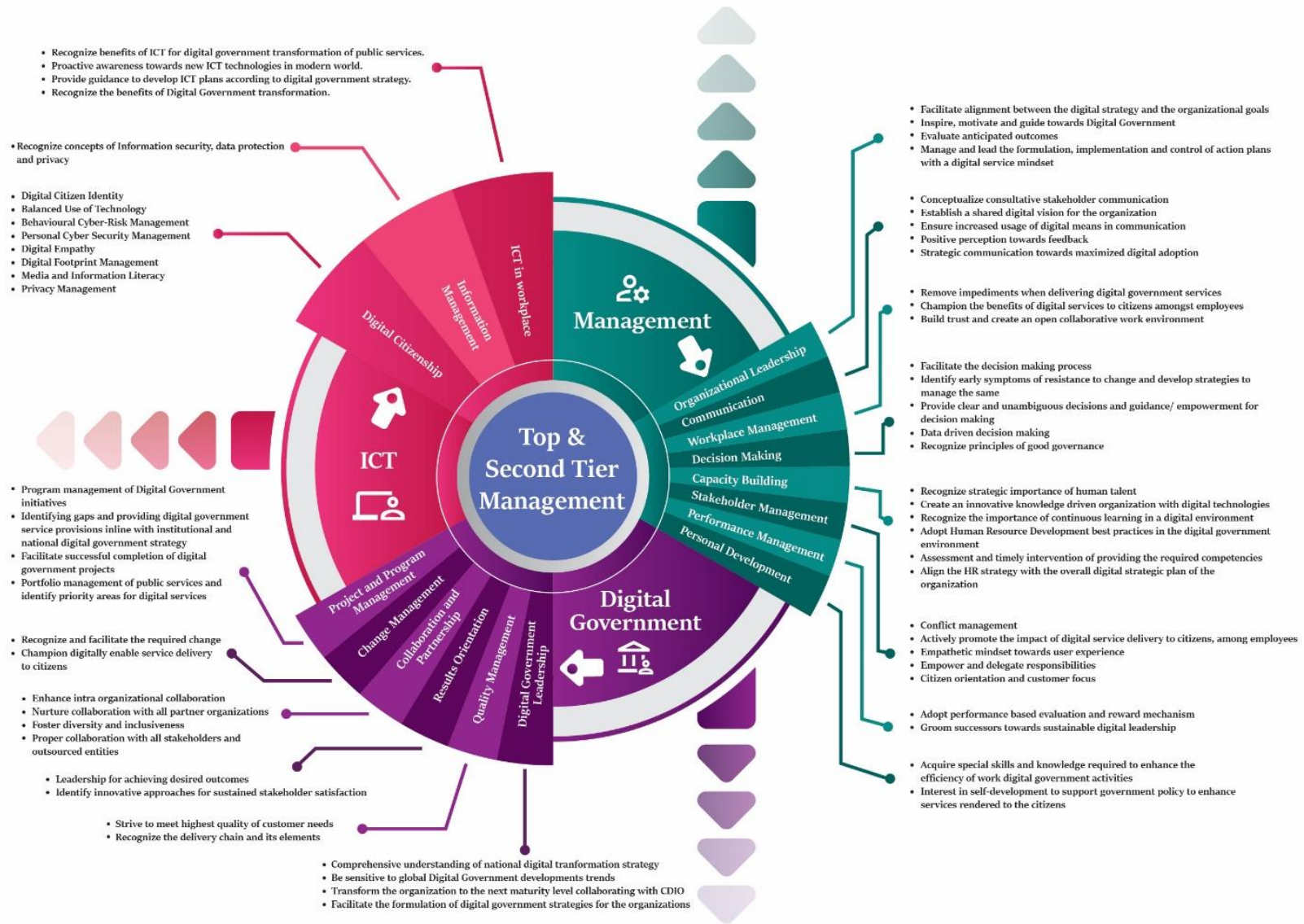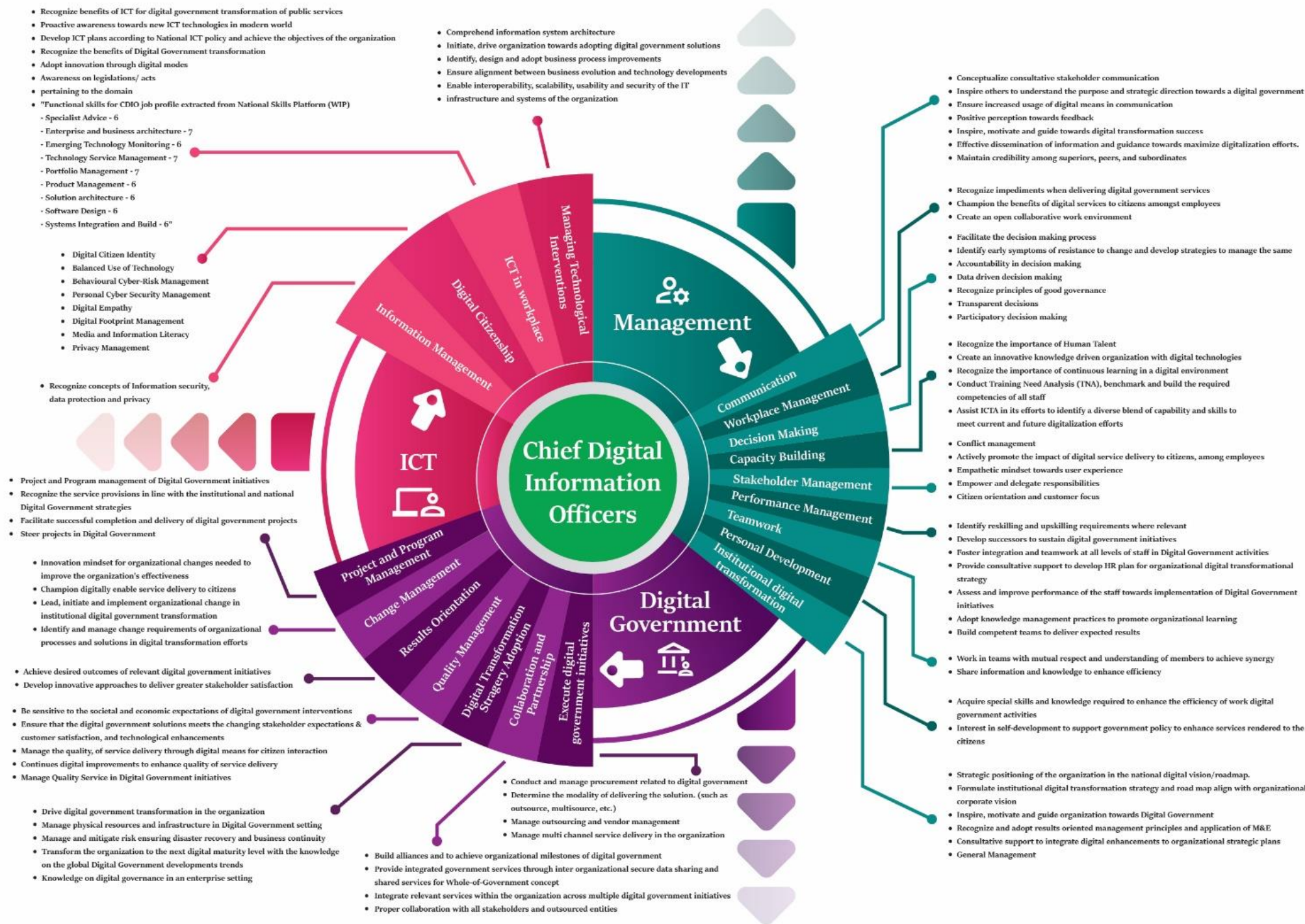 - Champion digitally enable service delivery to citizens
  - Lead, initiate and implement organizational change in institutional digital government transformation
  - Identify and manage change requirements of organizational processes and solutions in digital transformation efforts

- 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
- Continues 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

- 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

- 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 enhancements to organizational strategic plans
- General Management

Figure 6: CDIO - Competencies

4.9 Middle & Junior Management – Competencies

- Recognize benefits of ICT for digital government transformation of public services
- Proactive awareness towards new ICT technologies in modern world
- Identification of digitalization needs
- Recognize the benefits of Digital Government transformation
- Adopt innovation through digital modes
- Be a avid practitioner of digital tools and technologies in the workplace

- 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
- Timely retrieval of information for effective service delivery

- Project and Program management of Digital Government initiatives
- Recognize the service provisions in line with the institutional and national Digital Government strategies

- Facilitate change management within the organization
- Champion digitally enable service delivery to citizens

- Provide leadership for achieving desired outcomes of relevant digital government initiatives at department level
- Develop innovative approaches to deliver greater stakeholder satisfaction
- Measure KPIs of the digital government initiatives

- 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
- Continues digital improvements to enhance quality of service delivery

- Build relationships among cross-departments and external stakeholders
- Receptive to diversity, and the need for equity and fairness to bridge the digital divide
- Integrate relevant services and facilitate data sharing across digital government initiatives

- Knowledge on national digital transformation plan
- Recognize digital services provided by the organization and the involvement of the unit
- Awareness of CDIO program and CDIO concept in implementation of digital government initiatives
- Manage multi channel service delivery in the organization
- Recognize current status of the digital maturity of the organization
- Awareness of distinctive features of ICT procurement
- Contribute to development of operational policies and procedures
- Assist in aligning departmental plans with the organizational/ strategy and action plans
- Provide leadership and guidance for the department to understand and implement action plans

- Promote awareness about the government's digital transformation initiatives
- Timely escalation of any blockers and impediments to the next levels with suggestions
- Ensure increased usage of digital means in communication
- Positive perception towards feedback
- Inspire, motivate and guide others in the department towards digital transformation success

- 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 assist to develop strategies to manage the same
- Accountability in decision making
- Data driven decision making
- Evaluate alternative solutions, impacts and risks, and adopt the most effective solution

- Effective utilization of developed human resources
- Help determine fair/optimum balance between technological and non-technological capacity requirements of the department/ unit

- 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
- Build collaborative working environment for the teams

- Identify reskilling and upskilling requirements where relevant
- Develop HRD plans at department level
- Foster integration and team work of staff to improve team spirit and synergy effect
- Promote organizational learning and experience towards the effective delivery of public services
- Assess and improve performance of the staff towards implementation of Digital Government initiatives

- 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

Figure 7: Middle & Junior Management - Competencies

4.10 Operational – Competencies

Figure 8: Competencies - Operational Staff

4.11 Need Assessment Toolkit

The Need Assessment Toolkit will be used to determine the competency gap for each Focus Area and Competency Area.

The employee's assessment will be based on the Stakeholder Layer to which he or she is assigned.

Figure 9: Need Assessment Tool Kit (Page 01)

Section 2 of 4

Competency Area: ICT in Workplace

Competency Area Description: Productively perform tasks in the workplace by using ICT skills and knowledge in a digital government setting.

1) Identify the benefits of ICT for transformation in public services ? (Choose the incorrect answer) *

○ a) Digital Transformation will improve customer/ citizen satisfaction

○ b) Understanding of digital tools & techniques, practices will not help to increase efficiency

○ c) Usage of digital means will help to increase productivity

○ d) With right attitude you will be able to transform your department to a digitally inclusive organization

2) What are the new ICT technologies which can help the digital transformation of your organization?.(A) - Data Science .(B) - Process automation techniques .(C) - NFC/ RFID .(D) - Internet of Things (IoT) *

○ a) A Only

○ b) A & B

○ c) B, C and D

○ d) All of the above

3) Select the most important factor for your organization? *

○ a) Most important is the digital roadmap

○ b) Identification of digitalization needs my your department

○ c) Email collaboration and communication tools

○ d) All of the above

Figure 10: Need Assessment Tool Kit (Page 02)

4.12 Reports
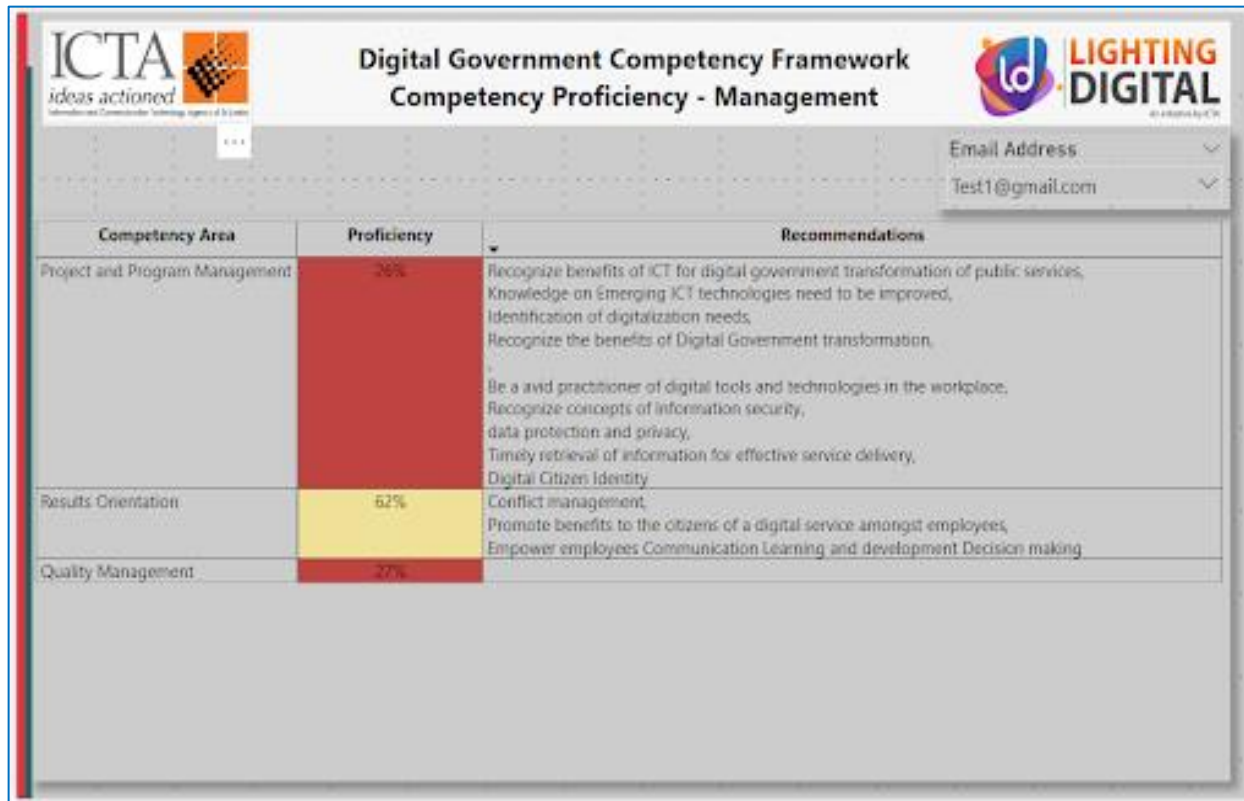
Figure 11: Focus Area-wise Competency Gap
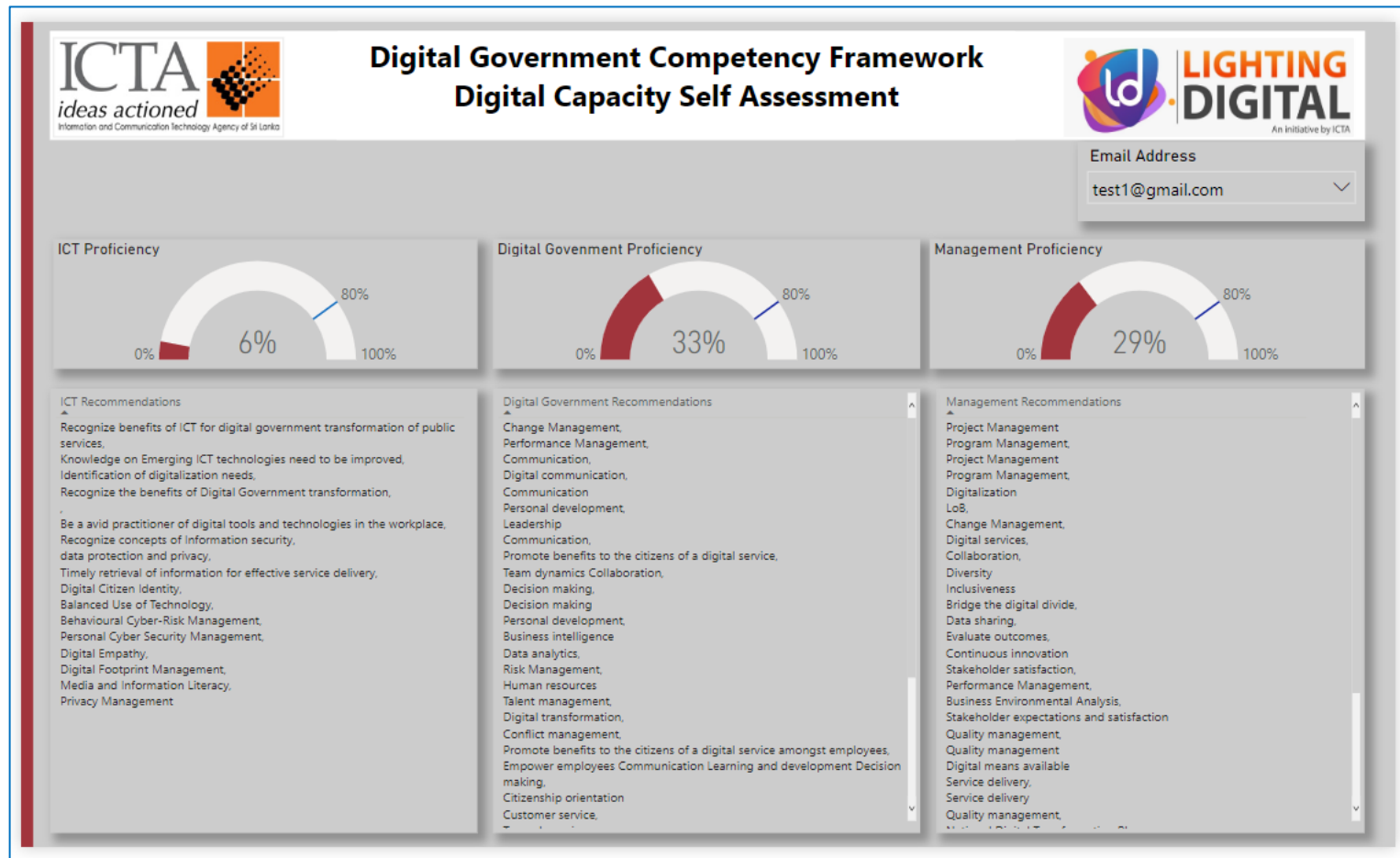
Figure 12: Competency Gap
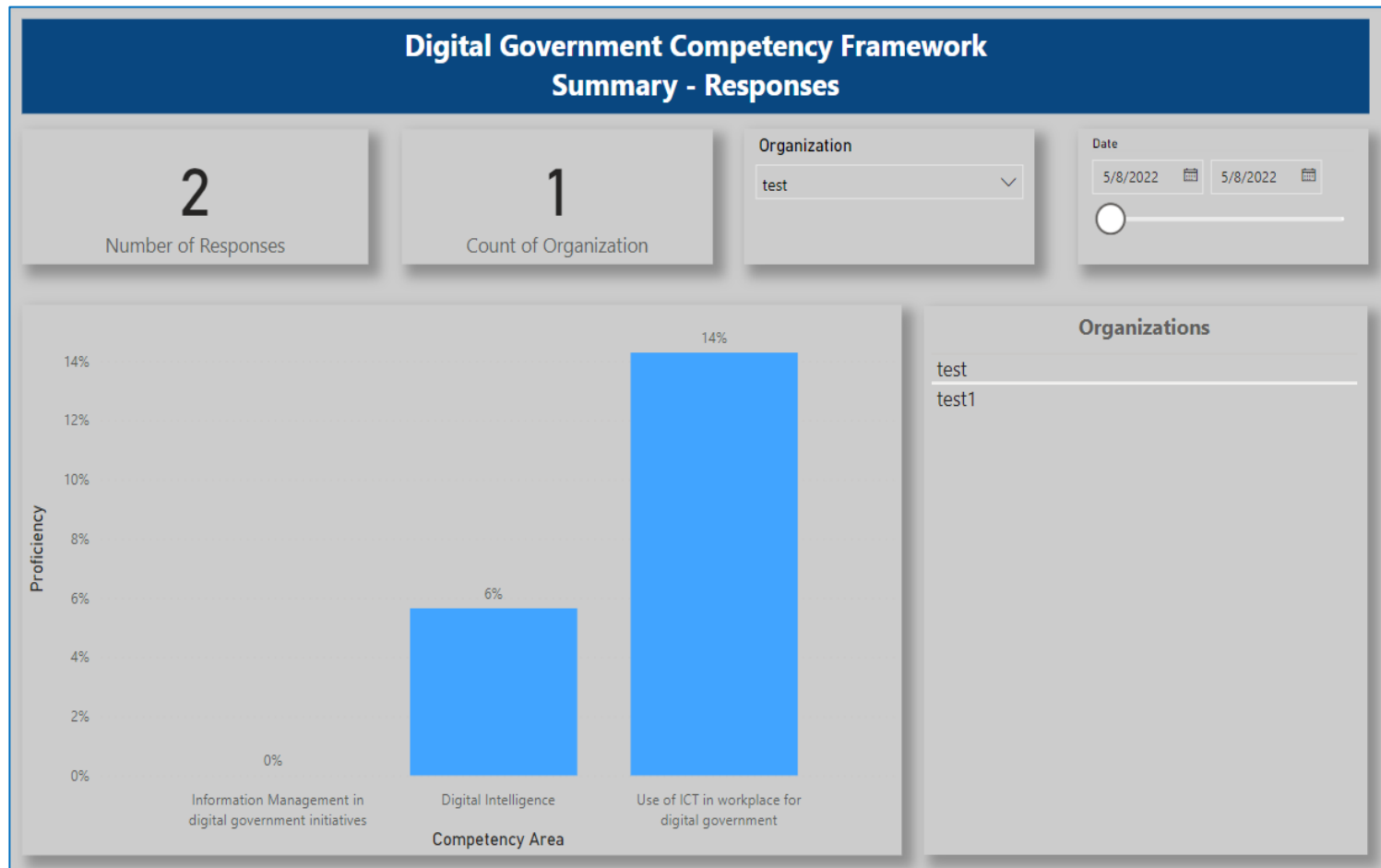
Figure 13: Summary of Assessments

4.13 Benefits of having a Competency Framework for the Government

Adoption of a fully-fledged Digital Government Framework reaps multiple benefits. Some of which are:

- With clear performance and competency expectations established, GoSL employees can be guided on how to adopt and reinforce behaviors that are consistent with the organization's mission, culture, and goals for digital transformation.
- A shared language is developed to communicate what is required and anticipated in the workplace, ensuring consistent and high-quality performance delivery within the organization.
- Simplify and improve human resource operations in public organizations (human resource planning, recruitment, learning and development, and performance management).
- Skills gaps are addressed, strengths are enhanced, and criteria for professional advancement are clear for the public employees.
- Benchmarking an individual's digital literacy skills.
- Describing skills relevant to the organization and employment to GoSL.
- Supporting the moderation and validation of digital literacy.

Competencies give GoSL employees a clear understanding/ path toward making them capacitated of the behavior change that is displayed and the anticipated levels of performance to achieve the government's organizational objectives. In addition, the public sector will learn the types of behaviors and acts that will be recognized, acknowledged, and rewarded.

Using a competence framework enables, GoSL to successfully connect its employees' skills, capabilities, and knowledge with the aims of digital transformation, leading to a digitally capable workforce, advancement in capabilities, and efficiency.

As a result, to fulfill GoSL's goals under its mission and mandate necessitates a well-structured and well-defined competency framework.

5. Implementation Approach

It is recommended the proposed competency frameworks should not be used as stand-alone, but rather as part of a holistic approach that includes preparatory recommendations and follow-up processes. (UNICEF, 2019)
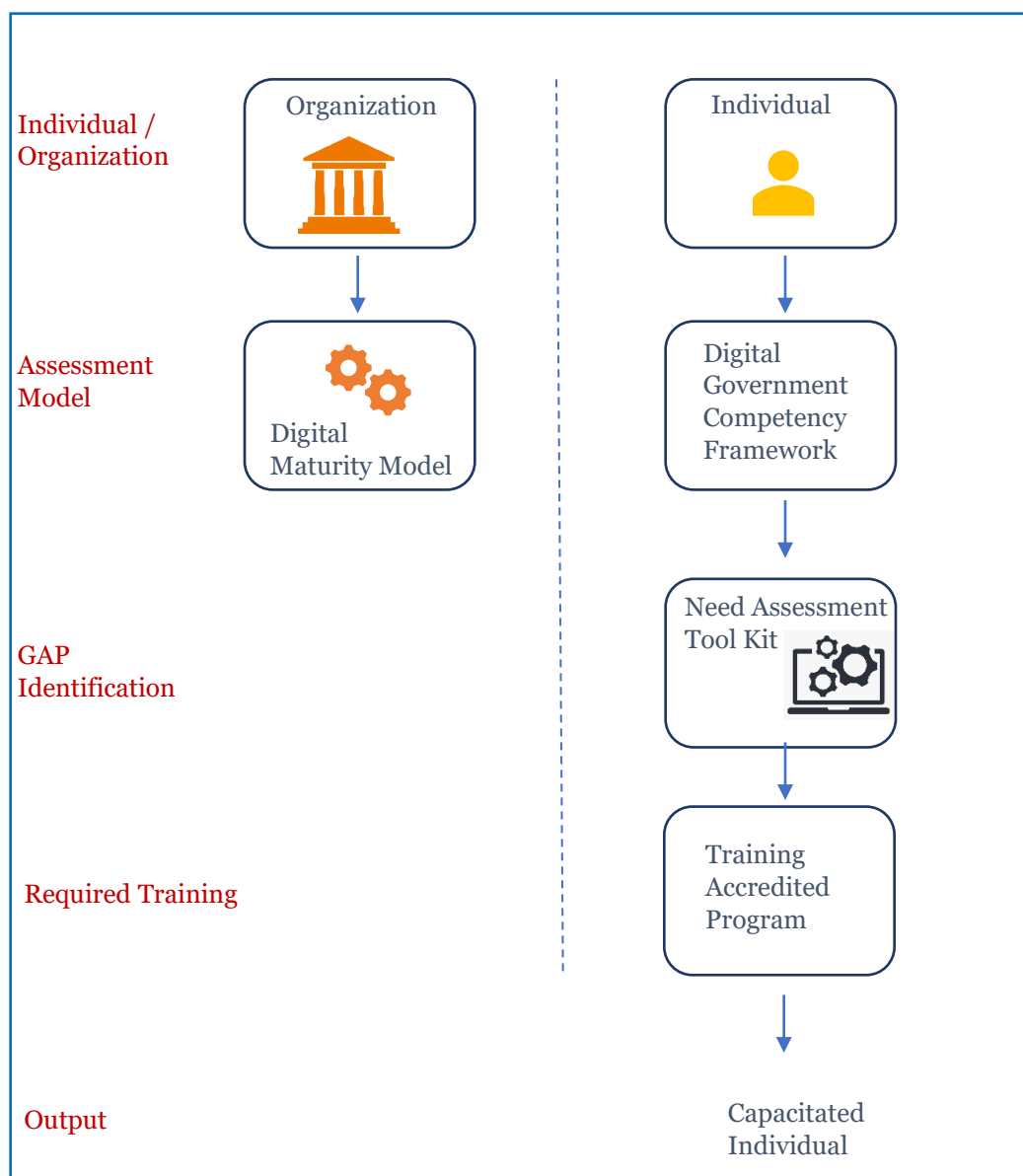
Figure 14: Implementation Approach

To ensure that the process continues in the future, ICTA will perform the following activities.

- Each government organization shall assess the training needs for all levels of staff to address organizational ICT requirements on an annual basis, and the organization's ICT plan should include relevant capacity-building training for employees.

- ICTA will enable discussions, evaluations, and adjustments to the competencies to ensure that they are relevant to GoSL's needs and technical and functional developments. As specialized knowledge and skill requirements evolve, functional competencies will evolve. Periodic evaluations will be carried out to ensure that the content remains relevant.

- The competency standard framework is used to determine the training programs for each set of stakeholders. Management and technical training are also included in these training programs. Training will be conducted using a combination of theory, practice, and workplace applications. However, implementing these training programs by doing individual needs assessments for each training program using a training need checklist is critical. This strategy is crucial to prevent providing non-required training to competent individuals. The respective organization of the person engaging in training will conduct an individual need assessment.

- Implement suitable incentive and rewarding schemes for staff that are proficient in ICT and/or obtain relevant qualifications in ICT.

- All staff in government organizations should be encouraged to obtain relevant approved qualifications.

- To implement proper digital government capacity-building programs for government organizations the capacity-building framework and the training programs are to be developed by ICTA.

- ICTA provides the annual training plan for the capacity-building program in digital governance, for which the individual organizations should nominate the relevant employees for the training program and ensure participation in training.

- ICTA will conduct periodic reviews of the performance of training according to the annual training plan and report the progress to the steering committee on digital governance.

6. List of Contributors

- **Mr. Aminda James**
  Mr. Aminda James is a Senior Manager at ICTA working on ensuring equity and equality in education through digital mediation. He has over 15 years of experience in various fields including engineering, business development, and capacity building. He has a bachelor's in Electrical Engineering and a master's in Business Administration.

- **Dr. Anuradha Jayakodi**
  Dr. Anuradha Jayakody is an assistant professor at the Sri Lanka Institute of Information Technology. He has over 28+ years of experience in the field of ICT. Ph.D.in Electrical and Computer Engineering from Curtin University of Technology, Australia, M. Phil (Statistics and Computer Science.) from the University of Peradeniya, Sri Lanka, MSc from Sri Lanka Institute of Information Technology Sri Lanka, and BSc (Computing) (UK Greenwich). He is a charted engineer CEng (UK) and he is a member of many professional bodies (CITP MBCS (UK) SMIEEE (USE), MIET(UK), MCP, CCAI, MACM(USA))

- **Mrs. Chanaki Mallikarachchi**
  Mrs. Chanaki Mallikarachchi is working as the Deputy Director at the Information & Communication Technology Unit, Presidential Secretariat. She has been in the government sector since 2006 as System Integration Engineer, Assistant Director. Before that, she was in the private sector serving as a Program Manager and QA Engineer at ICBT Campus and Virtusa (Pvt) Ltd. respectively. She has obtained Master's degrees in IT and eGovernment from the University of Colombo and PIM respectively. Also, she has a Special (Hons) degree in IT and a B.Sc. degree in Computer Studies from SLIIT and Curtin University of Australia. She also holds memberships of BCS and CSSL.

- **Mr. Chamendra Perera**
  Mr. Chamendra Perera has more than 18+ years of experience in the IT field and currently succeeding as a senior manager at ICTA. He is an MBA holder and has special postgraduate qualifications in Project management and his initial degree in Bachelor of Information Technology (BIT). Further, he is a qualified Scrum master and has experience in Project Management, development, customer support, mentoring, coaching, and diverse soft skills in relation to communication and teamwork in a multinational environment. He is a qualified Microsoft trainer and certified in Microsoft Software Development (MCSD). He also holds a Certificate in Web Mastering Currently (CIW) and is certified in Microsoft Project Management Specialized. He is a member of the Regional Scrum gathering review committee. He was a Microsoft Certified Trainer till 2012.

- **Mr. D L A Wijenayake**
  Mr. D L A Wijenayake has more than 30 years of experience in the field of financial management in the public sector. He also holds the following degrees: HNDA, DPFM, Diploma in IT, CompTIA A+, CA (Final), MAAT, MPA (e-Government), PIM-University of Sri Jayewardenepura, PGD (Accounts & Finance), and MAAT. Additionally, he has demonstrated excellence in project finance, procurement management, public financial management, and e-government services and has foreign exposure in the United Kingdom, Malaysia, Thailand, and India.

- **Mrs. Erandi Liyanage**
  Mrs. Erandi Liyanage has been employed by the Sri Lanka Accountant service as an accountant Since 2015. She has also held positions with the Ministry of Public Administration, Ministry of Education, and Kotte Municipal Council. She graduated from the University of Colombo with a Master's in Business Management and a Bachelor's in Labor Education. She is an AAT member and a Certified Business Accountant (ICASL).

- **Ms. Kanishka Withana**
  Ms. Kanishka Withana has over 11 years of experience working in the private sector and presently holds the position of Manager at ICTA. Her background is diverse and includes project management, business analysis, solution designing, system implementation, post-implementation reviews, and business process reengineering disciplines. She is a certified business analyst and a project manager. She holds a master's degree in business administration and a bachelor's degree in information technology. She is also a member of PMI.

- **Mr. Lalith Waduge**
  Mr. Lalith Waduge currently works as the director of information and communication technology for the Ministry of Education. He has over 25 years of experience working in the IT field in the public sector, and he has made significant contributions to the promotion of e-government and serves as a consultant for numerous IT projects in public organizations. He has a Master of Science in Computer Science, an MBA in eGovernment from Moratuwa University, and an MPA (e-Government), PIM-University of Sri Jayewardenepura. In addition, he is an MCT professional who is also a member of BCS and CSSL. He also participates in focus groups for national ICT projects carried out by ICTA, technical evaluation, and procurement committees, as well as for the focus group that develops policies for digital education.

- **Dr. Madu Fernando**
  Dr. Madhu Fernando is a well-known Project Management Professional, Management Consultant, and trainer with 20+ years of experience. She is qualified with a Doctor of Business Administration from Swinburne University and a Master of Telecommunications Engineering from RMIT University. She is also the initiator of the PMI Colombo Chapter, Chairperson of the Institute of Project Management Education and Research, CEO of Innova Strategies, and Head of Project Management at VizuaMatix - an innovative IT company. After studying and working in Australia she returned to Sri Lanka to serve her motherland with her knowledge and experience and has been achieving that goal by working with many universities and government institutions.

- **Mrs. Nadeesha Jayamaha**
  Mrs. Nadeesha Jayamaha is currently working as the Director of Human Resources at ICTA. She has over 15 years of professional experience in Human Resources Management in the IT and Insurance industries. She obtained her basic degree in Human Resources Management from the University of Sri Jayewardenapura and her Master's from the Post Graduate Institute of Management.

- **Mr. Ranjan Nishantha**
  Mr. Ranjan Nishantha is currently working as an Assistant Director (ICT), in the Elections Commission. He has over 17 years of experience in government. He advocates eGovernment and specializes in system development. He holds a PGD in eGovernance, MPA (e-Government), PIM-University of Sri Jayewardenepura, and a BSc. In Management and Information Technology from the University of Kelaniya.

- **Ms. Samathi Senanayake**
  Ms. Samanthi Senanayake is a Senior Consultant at the Sri Lanka Institute of Development Administration and a Grade 1 officer in the Sri Lanka Administrative Service. Within her 19 years in the public sector, her continuous involvement in eGovernment and Digital Government initiatives are significant. She is a holder of an MIS Degree from the University of Melbourne Australia, an MSc in Information Management from SLIIT, a Diploma in eGovernment from PIM, and a BSc from the University of Kelaniya.

- **Mr. Sameera Jayawardana**
  Mr. Sameera Jayawardena is a Digital Transformation Evangelist, Strategist, Adoption specialist, and Results driven Consultant with over 15 years of experience in digitization Portfolio with program and Project Management on digital technologies, Transformation Strategy & Policy, Digital education, HR Capacity Building and digital government transformation, who is currently working as the Associate Chief Digital Economy Officer as ICTA. He leads large-scale national-level digital transformation and capacity-building initiatives including the formulation and adoption of the Digital Government Policy and Strategy of Sri Lanka from 2010 to 2014. He holds an MSc in Management, BSc in Information Systems, and he is also a certified Project Manager (PMP), and a Member of CSSL, PMI, ISoC Global, SLEVA, and also a Board Member of the National ICT Skills Council.

- **Mr. Suranga Batepola**
  Mr. Suranga Batepola is an officer in the Sri Lanka planning service with 13 years of experience working in development planning in the government sector. He has been a Director (Planning) in the Ministry of Sports and Youth Affairs since 2019. Before that, he was responsible for implementing the e-Grama Niladhari project at the Ministry of Digital Infrastructure. He graduated from the University of Kelaniya in the science stream and completed his master's studies in regional development and planning at the University of Colombo.

- **Mr. Udesh Senevirathne**
  Mr. Udesh I W Seneviratna having 23+ experience in public service is currently working as the Senior Assistant Secretary (Development) at the Prime Minister's Office of Sri Lanka. During his career in Sri Lanka Administrative Service (SLAS) he has worked in the Presidential Secretariat, Ministry of Foreign Affairs, and Ministry of Industry, Tourism & Investment Promotion in various capacities. Udesh obtained his bachelor's degree in Physical Sciences from the University of Colombo. His academic qualifications further include three Post Graduate Diplomas in the fields of International Relations, Economics, and Public Management and also a master's degree in Management and Information Sciences with Summa cum Laude from Japan. Apart from being an Executive Committee Member of CSSL, his voluntary work includes holding positions of First Secretary, Alumni Organization of the University of Colombo, Assistant Treasurer, Alumni Association of Sri Lanka Institute of Development Administration, and Deputy Secretary of the Sri Lanka Administrative Service Association (SASA).

- **Mrs. Upekha Ukuwela**
  Mrs. Upekha Ukuwela is an HR professional with over 10 years of experience in translating business vision into HR initiatives that improvise performance, profitability, and employee engagement, particularly in private sector conglomerates. Spearheaded projects that delivered exceptional employee experiences through trusted cultures. Her forte is in skill-building and Talent Management. To complement her industry experience, she possesses a Bachelor of Science degree in Human Resource Management and a Master of Business Administration. She is also a Member of the Society for Human Resource Management (SHRM).

- **Mrs. Vishaka Nanayakkara**
  Mrs. Vishaka Nanayakkara is working as Senior Lecturer at the Department of Computer Science and Engineering at the University of Moratuwa and the Director of the University's Centre for Open and Distance Learning. Having graduated from the University of Moratuwa, with the first class in Computer Science and Engineering and the Gold medal for the best student in 1994, she then obtained her Technical Licentiate in Computer Engineering from the Chalmers University of Technology, Sweden in 2002. Her research interests are in network performance modeling and analysis, Technology-based teaching, learning and assessment in education, E-learning & mobile learning and its implications on developing nations, and ICT for development. She was also instrumental in setting up the Faculty of Business at the University of Moratuwa and introducing the new degree in Bachelor of Business Science. Conducting ICT and English competency-building programs and common testing for all universities was one of her achievements While working as the deputy project director for the Ministry of Higher Education. At present she spearheads the University's outreach program - open.uom.lk on providing free online ICT training for the Sri Lankan youth which has over 100,000 registered users.

- **Mr. Waruna Sri Danapala**

  Mr. Waruna Sri Dhanapala is a Special Grade Officer of Sri Lanka Administrative Service with over 22 years of service, and currently serving in the Ministry of Public Administration, Home Affairs, Provincial Councils & Local Govt. as the Additional Secretary (Regional Administration Reforms). He also served in the Ministry of Defence and the Ministry in charge of Digital Infrastructure as the Additional Secretary (Development), initiating and coordinating several digitalization and e-Government policies, programs, and projects. His other postings include Senior Assistant Secretary to the President and Director of Natural Resources Management at the Ministry of Environment. As the Minister Counsellor at the Permanent Mission of Sri Lanka to the UN in New York during 2012-2014, Mr. Dhanapala contributed to the formulation of Sustainable Development Goals. He holds two Master's Degrees (International Development Studies from Japan and Public Administration from the Postgraduate Institute of Management (PIM) and a BSc (Special) Degree in Geology and Computer Science from the University of Peradeniya. He is a Professional Member of CSSL.

- **Mrs. Gayani Wijesinghe**

  Mrs. Gayani Wijesinghe has completed 16 years of service in the Sri Lanka Administrative Service, she is at present serving in the Ministry of Public Security in the capacity of Senior Assistant Secretary (Development). After completing her first degree in B.Sc. (Business Administration) from the University of Sri Jayewardenepura, she has further studied Master of Arts from the University of Kelaniya. She has also got the opportunity to enhance her knowledge in ICT development and e-government system while crafting her capacity in the fields such as new management strategies and skills through the training programs followed by several countries such as China, Canada, and South Korea. ICT development, System transformation, and e-government could be mentioned as her most interested areas.

7. References

APCICT. (2016). *Brirfing on ICT Competency Standards*. Incheon: UN-APCICT.

Carretero, S., Vuorikari, R., & Punie, Y. (2017). *DigComp 2.1: The Digital Competence Framework for Citizens with eight proficiency levels and examples of use*. Publications Office of the European Union.

CEDEFOP. (2011). Quality in education and training. Luxembourg: Publications Office of the European Union.

ILO. (2015). Regional Model Competency Standards: Core Competencies. Bangkok: ILO.

ITU. (2018). *Digital Skills Toolkit*. ITU.

ITU. (2020). Digital Skills Assessment Guidebook . ITU Publications;.

Kluzer, S., & Pujol Priego, L. (2018). *DigComp into action - Get inspired, make it happen. A user guide to the European Digital Competence Framework. (JRC Science for Policy Report)*. Publications Office of the European Union.

Law, N., Woo, D., de la Torre, J., & Wong, G. (2018). *A Global framework of reference on digital literacy skills for Indicator 4.4.2*. UNESCO Institute for Statistics (UIS).

Law, N., Woo, D., de la Torre, J., & Wong, G. (2018). A Global framework of reference on digital literacy skills for Indicator 4.4.2. UNESCO Institute for Statistics (UIS).

London School of Economics . (n.d.). *London School of Economics DiSTO Project: From digital skills to tangible outcomes. London School of Economics and Political Science (LSE)*. Retrieved 03 20, 2020, from https:// www .lse .ac .uk/ media -and -communications/ research/ research - projects/ disto/ home .aspx

OCED. (2020). Future of e-government. Paris: OCED.

Skorková, Z. (2016). 3rd International Conference on New Challenges in Management and Organization: Organization: Competency models in public sector. *Procedia - Social and Behavioral Sciences, 230*(2016), 226-234.

UN-APCICT. (2010). *The Quest for Competence* . UN-APCICT.

UN-APCICT. (2015). *ICT COmpetency Standards for Public Sector. Outcome report for iSEED programme*.

UNESCO. (2018). A Global Framework of Reference on Digital Literacy Skills for Indic ator 4.4.2. Montreal: UNESCO Institute for Statistics.

UNICEF. (2019). UNICEF - Global Insight digital literacy scoping paper. New York: United Nations Children's Fund (UNICEF).

Van Deursen, A., van Dijk, J., & Peters, O. (2012). Proposing a survey instrument for measuring operational, formal, information, and strategic Internet skills. *International Journal of Human-Computer Interaction,, 28*(12), 827-837.

8. Annexure 01

8.1   Target segments for ICT competency standards

Typicallxy, ICT competency standards have the following target segments.

- Government or public officials:
  ICT skill levels for the workers of the government, to enable digital-government processes.

- General workforce/population:
  Basic digital literacy for everyone in the population, and especially for preparing or upgrading the skills of the workforce.

- Core ICT industry:
  Skills for ICT professionals within the core ICT industry in the country, including telecommunications, software development, systems management, IT architecture and project management, etc.

- ICT professionals across sectors:
  Skills defined for a broad variety of industries beyond the core ICT sector above.

(APCICT, 2016)

8.2   What is known as Competency?

Competence is described as a combination of context-specific knowledge, abilities, and attitudes. Competence denotes the capacity to apply learning outcomes appropriately in a specific environment (education, work, personal or professional development, etc.). It also includes functional features (such as technical abilities), interpersonal characteristics (such as social or organizational skills), and ethical principles. (CEDEFOP, 2011)

People cannot grasp the competencies that employees should have for their employee level or detect the gap based on competencies alone. As a result, numerous studies indicate a wide range of competencies, and it was necessary to develop a framework for monitoring and measuring actions.

8.3   How are competencies being used

Competencies are determined by occupational responsibilities and obligations, as well as the complexity of work indicated in job descriptions. It can be useful in the following contexts.

- Planning**:** Competencies are used to determine job content, and the requirements to perform the job. Competencies in this context ensure that the abilities, talents, and behaviors required to reach the highest performance standards for a certain position are established.
- Recruitment: Competencies are an essential component of the selection process, helping the evaluation of candidates to establish their appropriateness for a specific job.
- Performance management: Competencies aid in the setting of performance criteria against which employees will be evaluated, as well as the identification of individual and government-wide capacity-building initiatives.

9. Annexure 02

Competencies and the competency areas of a few of the most prominent frameworks are urgently sure.

9.1.1   DigComp 2.0

Competence area	Competences
1. Information and data literacy	1.1 Browsing, searching, and filtering data, information, and digital content 1.2 Evaluating data, information, and digital content 1.3 Managing data, information, and digital content
2. Communication and collaboration	2.1 Interacting through digital technologies 2.2 Sharing through digital technologies 2.3 Engaging in citizenship through digital technologies 2.4 Collaborating through digital technologies 2.5 Netiquette 2.6 Managing digital identity
3. Digital content creation	3.1 Developing digital content 3.2 Integrating and re-elaborating digital content 3.3 Copyright and licenses 3.4 Programming
4. Safety	4.1 Protecting devices 4.2 Protecting personal data and privacy 4.3 Protecting health and well-being 4.4 Protecting the environment
5. Problem solving	5.1 Solving technical problems 5.2 Identifying needs and technological responses

	5.3 Creatively using digital technologies
	5.4 Identifying digital competence gaps

Table 1: DigComp 2.0 competence areas and competences

(UNESCO, 2018)

9.1.2   Digital Literacy Global Framework

Competence Areas	Competencies
0. Devices and software operations	0.1 Physical operations of digital devices
	0.2 Software operations in digital devices
1. Information and data literacy	1.1 Browsing, searching and filtering data, information and digital content
	1.2 Evaluating data, information and digital content
	1.3 Managing data, information and digital content
2. Communication and collaboration	2.1 Interacting through digital technologies
	2.2 Sharing through digital technologies
	2.3 Engaging in citizenship through digital technologies
	2.4 Collaborating through digital technologies
	2.5 Netiquette
	2.6 Managing digital identity
3. Digital content creation	3.1 Developing digital content
	3.2 Integrating and re-elaborating digital content
	3.3 Copyright and licences
	3.4 Programming
4. Safety	4.1 Protecting devices
	4.2 Protecting personal data and privacy
	4.3 Protecting health and well-being

	4.4 Protecting the environment
5. Problem-solving	5.1 Solving technical problems 5.2 Identifying needs and technological responses 5.3 Creatively using digital technologies 5.4 Identifying digital competence gaps 5.5 Computational thinking
6. Career-related competences	6.1 Operating specialized digital technologies for a particular field 6.2 Interpreting and manipulating data, information and digital content for a particular field

Table 2: Proposed competence areas and competencies for the Digital Literacy Global Framework

(UNESCO, 2018)

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

		acts cabinet memos and similar recommendations in line with the digital government strategy.	digital government strategy.		
		Recognize the benefits of Digital Government Transformation	Thorough understanding of tools techniques and trends that enable digital transformation in public services	Thorough understanding of principles, theories, and best practices on Digital Government Transformation	Ability to provide leadership to achieve the benefits of Digital Government Transformation	Positive attitude toward Digital Government Transformation
Information Management	Ensure data and information are secure and adhere to data protection policies and laws in digital government initiatives	Recognize concepts of Information security, data protection, and privacy	Awareness of obtaining expertise and knowledge in information security, data protection, and privacy	Knowledge of Information security, data protection, and privacy best practices	Expertise obtained in practicing Information security, data protection, and privacy in digital space	Sensitive towards Information security, data protection, and privacy best practices in digital space
Digital Citizenship	Use of digital technology and media in safe responsible and ethical ways	Digital Citizen Identity	The ability to build and manage a healthy identity as a digital citizen with integrity.	Individual has the basic knowledge to understand the social and multicultural nature of digital media and technologies and the	Demonstrate skills in managing one's own online identity in the digital space.	Exhibit honesty, and integrity when using technology.

			impact that the technology have on self-image.		
		Balanced Use of Technology	Manage one's life both online and offline in a balanced way by exercising self-control to manage screen time, multitasking, and one's engagement with digital media and devices	Knowledge of the nature and impact of technology use (e.g., excessive screen time, multi-tasking) on their health, work productivity, well-being, and lifestyles, and appropriate knowledge to deal with these impacts.	Skill to assess health risks and reduce technology-related issues to better self-regulate technology usage	Exhibit integrity by adhering to self-regulations for technology in terms of screen time, and usage, and develop positive relationships with others.
		Behavioural Cyber-Risk Management	Identify, mitigate, and manage cyber risks that relate to personal online behaviors.	Knowledge of different types of behavioral cyber risks (e.g., cyberbullying, harassment, and stalking), risk factors, the impact of the risks, and strategies to manage the risks.	Technical, communication, and decision-making skills to address behavioral cyber risk incidents and gain valuable coping tools to address these negative online experiences.	Exhibit kindness when online, and can manage their online behavior as part of contributing to positive and supportive online communities.

			Knowledge of one's willingness to take online risks, identify different types of cyber-threats (e.g., hacking, scams, and malware), and also identify available strategies and tools that can be used to avoid such threats.	Skill to identify cyber threats, use relevant cyber security practices (e.g., secure passwords, firewalls, and anti-malware applications), and use technology without compromising their data and devices.	Exhibit resilience and vigilance against careless behaviors that may compromise their own or others' data and device security, and have the confidence to resolve a problem.
	Personal Cyber Security Management	Detect cyber threats against personal data and devices, and use suitable security strategies and protection tools			
	Digital Empathy	Be aware of, be sensitive to, and be supportive of one's own and other's feelings, needs, and concerns online	Knowledge of how their online interactions might affect others' feelings and recognize how others may be influenced by their online interactions (e.g., effects of online trolls).	Socio-emotional skills are required to be sensitive to others' perspectives and emotions while engaging in online interactions and able to regulate and respond accordingly.	Demonstrate an awareness and compassion for the feelings, needs, and concerns of others online.
	Digital Footprint Management	Knowledge of the nature of digital footprints and their real-life consequences, to manage them	Knowledge of the concept of digital footprints (One's unique set of traceable	Skills to manage digital footprints and use technology in a manner that	Exhibit mindful care, prudence, and responsibility online, by actively

			responsibly, and actively build a positive digital reputation	online activities on the internet or digital devices), the consequences that such trails of information and corresponding data may have on their reputation and others, and the possible uses of such information when shared online.	contributes to a positive reputation both for themselves and the organization they belong to.	managing the types of information that are shared across multiple platforms throughout time.
		Media and Information Literacy	Find, organize, analyze, and evaluate media and information with critical reasoning.	Knowledge of the basic structure and the influence of digital media. And understand disinformation and misinformation online.	Proficient computer operation skills and use productivity software or applications that enable them to gather and organize digital content. And skills to articulate information and content needs, effectively navigate, critically evaluate and synthesize the information	Exhibit better judgment in evaluating the reliability and credibility of online information and be careful and critical of the information encountered online.

				and content they encounter online.	
	Privacy Management	Handle with discretion all personal information shared online to protect one's and others' privacy	Knowledge of privacy as a human right, what personal information is, and storage, processing, and sharing of personal information in digital platforms, along with strategies and tools that assist to keep personal information private and secure.	Skills to develop behavioral and technical strategies to limit privacy violations, and the ability to make good decisions around creating and sharing information and content of their own as well as that of others.	Exhibit respect for their own and others' privacy and personal information, treating these as valuable and personal assets worth protecting.

10.1.2 Digital Government Competencies

Digital Government Competencies						
Competency Area	Description	Competency	Description	Knowledge	Skills	Attitudes
Project and Program Management	Undertaking Project management initiatives in Digital Governme	Program management of Digital Government initiatives	Spearhead multiple programs (which consist of several individual	Thorough understanding of Program Management principles	Expertise in applying Program Management tools	Exhibit accountability towards program management in digital government

nt capacity		projects) within digital government initiatives			initiatives.
	Identifying gaps and providing digital government service provisions in line with institutional and national digital government strategy	Ability to use multiple techniques to identify lapses in service provisions and provide appropriate service provisions in line with National Digital Government Strategy	Thorough understanding of tools and techniques in identifying lapses in service provisions and knowledge to select the most appropriate service provisions to bridge those gaps	Expertise in using tools and techniques to identify gaps and evaluate appropriate service provisions.	Exhibit analytical behavior to assess existing service provisions
	Facilitate successful completion of digital government projects	Enable successful completion of digital government projects	Thorough understanding of project management principles and the factors contributing towards the successful completion of the projects	Expertise in applying Project Management tools	Persistent attitude towards successful completion of projects
	Portfolio management of public services and identify priority areas for digital services	Manage a broader portfolio of public services and prioritize digital service offerings based on effective	Thorough understanding of portfolio management and best practices in prioritizing the portfolio of service offerings	Ability to prioritize service offerings with the understanding of best practices of portfolio management	Exhibit decisive and insightful attributes in portfolio management

			evaluation of the same		
Change Management	Managing change in the Digital Government setting	Recognize and facilitate the required change	Identify issues and sources of resistance and facilitate improvements of existing source practices to minimize change resistance with awareness building	Knowledge of change management principles	Expertise to apply change management principles and facilitate change within the organization.	Exhibit leadership and inspire change
		Champion digitally enables service delivery to citizens	Actively consume and promote benefits of digital services to citizens amongst employees to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc among employees	Avid user and promoting digital service offerings
Collaboration and Partnership	Collaborating and partnering in enhancing Digital Government capacity	Enhance intra-organizational collaboration	Encourage cooperation and collaboration among multiple units within the organization	Thorough understanding of tools and techniques to enhance intra-collaboration	Expertise obtained through intra-collaboration best practices	Positive mindset towards intra-organization collaboration
		Nurture collaboration with all partner organizations	Encourage cooperation and collaboration among multiple	Thorough understanding of tools and techniques to enhance	Expertise obtained through inter-collaboration best practices	Positive mindset toward inter-organization collaboratio

			external organizations	inter collaboration		n
		Foster diversity and inclusiveness	Actively promote diversity and accept individual differences of stakeholders	Understand the broad definition of diversity and best practices to encourage inclusiveness	Apply knowledge and know-how on diversity best practices to encourage inclusion	Exhibits empathy towards others and advocates diversity and inclusion
		Proper collaboration with all stakeholders and outsourced entities	Effective collaboration to engage with all stakeholders and outsourced entities	Thorough understanding of the engagement of stakeholders and other entities with the organization and knowledge of collaborative best practices.	Expertise in applying collaborative best practices to effectively engage with stakeholders and outsourced entities.	Exhibits a collaborative mindset
Results Orientation	Results orientation to achieve desired outcomes and sustain stakeholder satisfaction in digital government	Leadership for achieving desired outcomes	Provide leadership to measure and achieve pre-defined outcomes of the digital government initiatives	Understanding leadership principles related to results-oriented management and knowledge of mechanisms to evaluate outcomes	Expertise obtained by demonstrating result oriented leadership approach	Result-oriented outlook toward digital government transformation

		Identify innovative approaches for sustained stakeholder satisfaction	Enhance and sustain stakeholder satisfaction through innovation	Ability to research and understand the importance of continuous innovation to enhance & sustain stakeholder satisfaction	Apply know-how to innovate to build and sustain stakeholder satisfaction	Innovative mindset toward customer satisfaction
Quality Management	Delivering and managing quality in Digital Government	Strive to meet the highest quality of customer needs	Actively promote the importance of quality of service toward customer needs	Thorough understanding of principles of quality management and the dynamic nature of customer needs.	Expertise obtained through practicing quality management to meet customer needs	Actively promote quality of service in digital government practices
		Recognize the delivery chain and its elements	Recognize the importance of the delivery chain and its elements towards providing a quality service	Thorough understanding of the delivery chain and its elements	Know-how of the delivery chain, its elements, and application of the same	Exhibit synergy toward providing a quality service
Digital Government Leadership	Management approach of setting goals for the organization while motivating stakeholders to meet desired	Comprehensive understanding of national digital transformation strategy	Understanding of national digital strategy and its role in the digital transformation in GoSL	Thorough understanding of National Digital Strategy	Expertise obtained through the understanding of the National Digital Strategy to provide organizations with leadership	Actively promote National Digital Strategy

	outcomes	Be sensitive to global Digital Government developments and trends	Understanding and awareness of global digital government trends	Thorough understanding of emerging Digital Government technologies.	Ability to research and engage in continuous learning of new trends in Digital Government	Proactive attitude to learn about the emerging Digital Government Technologies
		Transform the organization to the next maturity level by collaborating with CDIO	Assess and understand the organizations existing level of digital maturity and collaborate with CDIO to enhance to the next level of digital maturity.	Thorough understanding of the Digital Maturity Model of GoSL	Expertise obtained through the understanding of the Digital Maturity Model through collaboration with CDIO to achieve digital maturity goals	Exhibit an ambitious attitude to build the digital maturity of the organization
		Facilitate the formulation of digital government strategies for the organizations	Create an enabling environment to formulate effective digital government strategies for the organization	Thorough understanding of key steps to formulate digital government strategies	Expertise in digital government strategy formulation theories and practices	Exhibit Insight toward strategy formulation

10.1.3 Management Competencies

Management Competencies						
Competency Area	Description	Competency	Description	Knowledge	Skills	Attitudes
Organizational Leadership	Influence, guide multiple stakeholder	Facilitate alignment between the digital	Enable alignment between the digital	Thorough understanding of digital government	Expertise obtained through an understandi	Exhibit a perceptive line of thinking

s to achieve digital government goals	strategy and the organizational goals	strategy and the organizational goal	strategies and organization strategies	ng of digital government strategies and organizational strategy to ensure alignment	
	Inspire, motivate, and guide toward Digital Government	Inspire, motivate, and guide stakeholders toward Digital Government	Thorough understanding of theories and practices of motivation	Expertise obtained through the understanding of motivational theories to inspire and guide stakeholders toward digital government	Mentoring stakeholders to promote digital government
	Evaluate anticipated outcomes	Assess anticipated outcomes of digital government initiatives through effective progress/ performance indicators	Thorough understanding of tools and best practices to evaluate performances/ outcomes	Expertise to evaluate performance / outcomes through established mechanisms	Result oriented mindset
	Manage and lead the formulation, implementation, and control of action plans with a digital service mindset	Provide leadership to formulate, implement and evaluate action plans with a digital service orientation mindset	Thorough understanding of theories and best practices to create and execute actions plans	Ability to formulate, implement and control action plans through the obtained	Exhibit a digital mindset when developing action plans

				Thorough understanding of best practices in stakeholder communication	Expertise in providing consultation to establish stakeholder communication	Values the importance of clear and consistent stakeholder communication
Communication	Leading and communicating using Digital Government practices	Conceptualize consultative stakeholder communication	Develop a concept for stakeholder communication			
		Establish a shared digital vision for the organization	Supports all relevant stakeholders to understand the purpose and strategic direction of a digital government	Thorough understanding of leadership principles and well-versed in the organization's digital strategy and vision	Ability to communicate effectively to gain the buy-in from the relevant stakeholders to the digital government vision	Exhibits credibility of character
		Ensure increased usage of digital means in communication	Promote digital communication tools & techniques for all stakeholders	Thorough understanding of a range of digital communication methods and tools & techniques	Expertise in using a range of digital communication in clear and coherent communication	Actively promote the usage of digital communication methods for stakeholders
		Positive perception toward feedback	Receptive to feedback and actively promote the importance of the constructive feedback	A thorough understanding of the importance of listening and reflecting on feedback	Expertise to apply knowledge on listening and reflective practices to build a positive perception amongst team members toward feedback	Actively encourage the importance of constructive feedback.

		Strategic communication toward maximized digital adoption	Develop a series of communication strategies and techniques to maximize the digital government practices	Thorough understanding of strategic communication principles and the digital adoption plan of the organization	Ability to enhance the adoption of digital government initiatives through the knowledge gained through the strategic communication	The attitude of determination to drive the digital adoption
Workplace Management	Building a holistic and open environment that promotes collaboration and productivity toward achieving digital government transformation	Remove impediments when delivering digital government services	Actively involved in identifying risks of possible impediments when delivering digital government services and taking necessary actions to remove the same	Understanding to assess the risk of impediments and tools and techniques available to remove possible impediments	Expertise to identify possible impediments and remove the same	Exhibit proactive and decisive when managing impediments.
		Champion the benefits of digital services to citizens among employees	Actively consume and promote benefits of digital services to citizens amongst employees to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc. among employees	Avid user and promoting digital service offerings

		Build trust and create an open collaborative work environment	Create an enabling environment that promotes collaboration and builds trust among teams	Thorough understanding of team dynamics and effective collaborative tools & techniques	Expertise in building trust and an enabling environment to promote digital transformation	Exhibit attributes of a roles model to build a high-trust team
Decision Making	Create an enabling environment for effective data-driven decision-making for digital government interventions	Facilitate the decision-making process	Facilitate swift adoption of the decision-making process to create an enabling environment that encourages decision making	Thorough understanding of theories and best practices of decision making	Ability to create an enabling environment that encourages decision-making and execute decisions with a swift pace	Exhibits leadership
		Identify early symptoms of resistance to change and develop strategies to manage the same	Proactively identifies resistance to change from internal stakeholders and can develop effective strategies to manage the same	Thorough understanding of principles and theories of change management and well-versed with strategies for the same	Ability to identify resistance to change and manage such resistance strategically	Exhibits proactive and empathetic attitude towards resistance to change in internal stakeholders
		Provide unambiguous decisions and guidance/ empowerment for decision making	Encourage and empower employees to engage in the decision-making process. And provide clear and	Thorough understanding of principles, theories of decision making	Ability to make unambiguous decisions and empower others for decision making	Exhibit a problem-solving attitude and empower others for decision making

				coherent decisions for digital government interventions			
		Data-driven decision making	Promote and use business intelligence (BI) and data analytics for effective decision making	Understanding of the concepts, tools, and techniques of interpreting business intelligence and data analytics data	Expertise in data-driven decision-making through the knowledge of BI and data analytical tools and techniques	Exhibit responsive to new technologies and has an analytical mindset
		Recognize principles of good governance	Actively promote 8 principles of good governance	Understanding of principles of good governance and practical adoption of the same	Expertise in adopting principles of good governance in a digital government setup	Positive attitude towards good governance
Capacity Building	Enhance the understanding, skills, and capability of employees needed to deliver successful digital government services through a combination of training and development	Recognize the strategic importance of human talent	Recognize and strategically value the importance of human talent for a digital government	A thorough understanding of concepts of strategic management and the importance of human talent contributed to the success of a digital government	Ability to recognize the strategic importance of human talent and devise strategies accordingly	Actively value the contribution of Human talent to the success of a digital government
		Create an innovative knowledge-driven organization with digital	Create an enabling environment for innovation and	Thorough understanding of concepts and theories of	Ability to build a knowledge-driven organization based on	Encourage innovation and continuous learning

technologies	knowledge-driven organization based on digital technologies	knowledge-driven organization and digital tools & technologies	digital technologies	
Recognize the importance of continuous learning in a digital environment	Create an enabling environment for continuous learning culture	Thorough understanding of the concept of continuous learning	Ability to establish a continuous learning culture	Encourage continuous and lifelong learning
Adopt Human Resource Development best practices in the digital government environment	Build capacities of employees using HRD best practices in a digital government environment	Thorough understanding of HRD theories and best practices	Ability to build capacity using the knowledge of HRD best practices	Values personal and professional development of employees
Assessment and timely intervention in providing the required competencies	Consistent performance management for capacity building	Thorough understanding of Performance Management and concepts of Training Need Analysis	Ability to objectively evaluate the performance and identify the training needs	Exhibit an unbiased attitude toward performance management
Align the HR strategy with the overall digital strategic plan of the organization	Ensure HR strategy is in line with the overall digital strategic plan of the organization through capacity building	Thorough understanding of strategic management	Ability to build capacities to align the HR strategy with the overall digital strategic plan of the organization	Exhibits strategic mindset towards capacity building toward digital transformation

		Conflict management	Identify conflicts, handle same sensibly, fairly, and efficiently to maximize the positive outcomes of a conflict	Through an understanding of theories, principles, and best practices of conflict management	Expertise in effectively managing conflicts amicably	Exhibits unbiased and positive attitude toward conflict resolution
Stakeholder Management	Actively promote digital service delivery through a citizen-oriented approach while effectively managing stakeholders for digital government initiatives	Actively promote the impact of digital service delivery to citizens, among employees	Actively consume and promote the benefits of digital services to citizens amongst employees to emphasize the positive impact of digital government services on citizens	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc. among employees	Avid user and promoting digital service offerings
		Empathetic mindset toward user experience	Ability to understand the user perspective and enhance the user experience through stakeholder management	Thorough understanding of theories, and best practices in stakeholder management	Ability to understand user perspective through the knowledge gained through stakeholder management	Empathetic Mindset
		Empower and delegate responsibilities	Promote a corporate culture that actively empowers employees	Thorough knowledge of best practices to empower employees	Expertise to build a holistic culture that empowers employees	Exhibits leadership and confidence in others' capability

52

		and delegates responsibility to enhance accountability towards digital government initiatives	including but not limited, to communication, learning, and development, building a shared vision, participative decision-making, etc.	and promotes accountability	
		Citizen orientation and customer focus	Upholds citizen-centric service delivery in digital government initiatives and strives to enhance customer experience	Thorough understanding of citizenship orientation field of study and theories and best practices of customer service	Expertise to initiate and deliver user-centric services whilst continuously enhancing customer experience	Citizen and customer-oriented mindset
Performance Management	Human Resource performance management practices in a digital government setting	Adopt performance-based evaluation and reward mechanism	Create a performance-driven culture with a strong alignment to a rewards mechanism	Thorough understanding of performance management and Rewards management concepts and theories	Ability to objectively evaluate and align rewards with performance	Exhibit a performance-driven attitude
		Groom successors toward sustainable digital leadership	Engage in activities related to succession planning of potential successors to ensure the sustainability of digital transformati	Understanding of succession planning methods and best practices, mentoring, and grooming potential employees	Apply the knowledge of succession planning to mentor and groom successors to ensure the sustainability of the	Exhibit selflessness and leadership to enhance the capabilities of identified successors

			on efforts		digital transformati on	
Personal Developmen t	Continuousl y engage in activities to develop oneself, specialized knowledge, and expertise	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	Take interest in self-learning to acquire special skills and knowledge to efficiently execute digital government activities	Thorough knowledge of personal developmen t	Expertise to acquire skills and knowledge through self-learning	Values self-learning
		Interest in self-development to support government policy to enhance services rendered to the citizens	Show personal interest to develop oneself to support the government policy of enhancing services rendered to citizens	Thorough knowledge of personal developmen t	Ability to support government policy to enhance citizen services	Values self-developmen t

10.2 Details of the Competencies of Chief Digital Information Officers

10.2.1 ICT Competencies

ICT Competencies						
Competen cy Area	**Descriptio n**	**Competency**	**Description**	**Knowledge**	**Skills**	**Attitudes**
ICT in workplace	Productive ly perform tasks in the workplace by using ICT skills	Recognize the benefits of ICT for digital government transformati on of public	Identify the importance of ICT to deliver public services digitally	Thorough understandi ng of tools techniques and trends that enable digital	Expertise in using digital tools for digital transformati on in public services	Positive mindset towards using ICT for digital transformati on

and knowledge in a digital government setting	services		transformation in public services		
	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
	Develop ICT plans according to National ICT policy and achieve the objectives of the organization	Develop policies and procedures that have been passed through the parliament acts cabinet memos and similar recommendations in line with the digital government strategy.	Thorough understanding of principles of developing ICT plans and well-versed in the digital government strategy.	Ability to develop ICT plans	Exhibit a scrupulous and objective approach to developing ICT plans
	Recognize the benefits of Digital Government Transformation	Well aware of the benefits of digital government transformation and achieving the same	Thorough understanding of principles, theories, and best practices on Digital Government Transformation	Ability to achieve the benefits of Digital Government Transformation	Positive attitude toward Digital Government Transformation

		Adopt innovation through digital modes	Willingness to accept a new idea or digital technology	Thorough understanding of innovation adoption	Adopt innovation	Act as an early adopter of innovation
		Awareness of legislations/ acts pertaining to the domain	Aware and adhere to legislations pertaining to the domain while using ICT in the workplace	Knowledge of legislations/ acts pertaining to the domain	Ability to apply the knowledge on legislations/ acts for use of ICT	Exhibit compliance with legislation
		Functional skills for CDIO 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	Technical competencies required for the position of CDIO, based on the Skills for Information Age (SFIA) framework derived from the National ICT Skills Framework	Well Versed in technical know-how in the ICT domain	Ability to apply technical knowledge through the understanding of the operations of the organization, processes, service offerings, and practices of external stakeholders	Exhibits tech savviness

	architecture - 6 - Software Design - 6 - Systems Integration and Build - 6				
Information Management	Ensure data and information are secure and adhere to data protection policies and laws in digital government initiatives	Recognize concepts of Information security, data protection, and privacy	Awareness of obtaining expertise and knowledge in information security, data protection, and privacy	Knowledge of Information security, data protection, and privacy best practices	Expertise obtained in practicing Information security, data protection, and privacy in digital space	Sensitive towards Information security, data protection, and privacy best practices in digital space
Managing Technological Interventions	Initiate, drive comprehend technological interventions in digital government	Comprehend information system architecture	Ability to understand system architecture(s) in digital government setup	Thorough knowledge of theories, principles, and best practices of system architecture	Ability to understand system architecture and provide feedback	Exhibit visionary thinking
		Initiate, and drive the organization toward adopting digital government solutions	Ensure the adoption of digital government solutions	Thorough understanding of best practices for the adoption of digital government solutions	Ability to adopt digital government solutions effectively	The attitude of determination to drive the digital adoption

		Identify, design, and adopt business process improvements	Analyze the existing business process and adopt process improvements for the same	Thorough knowledge of business process improvement methodologies	Ability to formulate and implement business process improvements	Innovative mindset toward business process improvements
		Ensure alignment between business evolution and technology developments	Sensitive to technology developments to assist business evolution through technology	Thorough understanding of emerging ICT technologies.	Ability to align and use technology development to assist with business evolution	Exhibits sensemaking to align technology development for business evolution
		Enable interoperability, scalability, usability, and security of the IT infrastructure and systems of the organization	Ensure IT infrastructure and systems are interoperable, scalable, usable, and secure	Thorough understanding of theories, and best practices on IT infrastructure and systems.	Ability to ensure IT infrastructure and systems are interoperable, scalable, usable, and secure	Exhibit tech savviness
Digital Citizenship	Use of digital technology and media in safe responsible and ethical ways	Digital Citizen Identity	The ability to build and manage a healthy identity as a digital citizen with integrity.	Individual has the basic knowledge to understand the social and multicultural nature of digital media and technologies and the impact that the technology has on self-	Demonstrate skills in managing one's own online identity in the digital space.	Exhibit honesty, and integrity when using technology.

			image.		
		Balanced Use of Technology	Manage one's life both online and offline in a balanced way by exercising self-control to manage screen time, multitasking, and one's engagement with digital media and devices	Knowledge of the nature and impact of technology use (e.g., excessive screen time, multi-tasking) on their health, work productivity, well-being, and lifestyles, and appropriate knowledge to deal with these impacts.	Skill to assess health risks and reduce technology-related issues to better self-regulate technology usage	Exhibit integrity by adhering to self-regulations for technology in terms of screen time, and usage, and develop positive relationships with others.
		Behavioral Cyber-Risk Management	Identify, mitigate, and manage cyber risks that relate to personal online behaviors.	Knowledge of different types of behavioral cyber risks (e.g., cyberbullying, harassment, and stalking), risk factors, the impact of the risks, and strategies to manage the risks.	Technical, communication, and decision-making skills to address behavioral cyber risk incidents and gain valuable coping tools to address these negative online experiences.	Exhibit kindness when online and can manage their online behavior as part of contributing to positive and supportive online communities.

			Knowledge of one's willingness to take online risks, identify different types of cyber-threats (e.g., hacking, scams, and malware), and identify available strategies and tools that can be used to avoid such threats.	Skill to identify cyber threats, use relevant cyber security practices (e.g., secure passwords, firewalls, and anti-malware applications), and use technology without compromising their data and devices.	Exhibit resilience and vigilance against careless or negligent behaviors that may compromise their own or others' data and device security and have the confidence to resolve a problem.
	Personal Cyber Security Management	Detect cyber threats against personal data and devices, and use suitable security strategies and protection tools			
	Digital Empathy	Be aware of, be sensitive to, and be supportive of one's own and other's feelings, needs, and concerns online	Knowledge of how their online interactions might affect others' feelings and recognize how others may be influenced by their online interactions (e.g., effects of online trolls).	Socio-emotional skills are required to be sensitive to others' perspectives and emotions while engaging in online interactions and able to regulate and respond accordingly.	Demonstrate an awareness and compassion for the feelings, needs, and concerns of others online.
	Digital Footprint Management	Knowledge of the nature of digital footprints and their real-life consequences, to manage them responsibly,	Knowledge of the concept of digital footprints (One's unique set of traceable online	Skills to manage digital footprints and use technology in a manner that contributes	Exhibit mindful care, prudence, and responsibility online, by actively managing

			and actively build a positive digital reputation	activities on the internet or digital devices), the consequences that such trails of information and corresponding data may have on their reputation and others, and the possible uses of such information when shared online.	to a positive reputation both for themselves and the organization they belong to.	the types of information that are shared across multiple platforms throughout time.
		Media and Information Literacy	Find, organize, analyze, and evaluate media and information with critical reasoning.	Knowledge of the basic structure and the influence of digital media. And understand disinformation and misinformation online.	Proficient computer operation skills and use productivity software or applications that enable them to gather and organize digital content. And skills to articulate information and content needs, effectively navigate, critically evaluate, and synthesize the	Exhibit better judgment in evaluating the reliability and credibility of online information and be careful and critical of the information encountered online.

				information and content they encounter online.	
		Privacy Management	Handle with discretion all personal information shared online to protect one's and others' privacy	Knowledge of privacy as a human right, what personal information is, and storage, processing, and sharing of personal information in digital platforms, along with strategies and tools that assist to keep personal information private and secure.	Skills to develop behavioral and technical strategies to limit privacy violations, and the ability to make good decisions around creating and sharing information and content of their own as well as that of others.	Exhibit respect for their own and others' privacy and personal information, treating these as valuable and personal assets worth protecting.

10.2.2 Digital Government Competencies

Digital Government Competencies						
Competency Area	**Description**	**Competency**	**Description**	**Knowledge**	**Skill**	**Attitude**
Project and Program Management	Undertaking Project management initiatives in Digital Government capacity	Project and Program Management of Digital Government initiatives	Manage multiple projects within digital government initiatives	Thorough understanding of Project and Program Management principles	Expertise in applying Project and Program Management Tools & Techniques	Exhibit accountability towards project and program management in digital government initiatives.
		Recognize the service provisions in line with the institutional and national Digital Government Strategies	Identify service provisions in line with National Digital Government Strategy	Thorough understanding of tools and techniques in digitalization	Expertise in using digitization tools and techniques to digitize service provisions.	Exhibit analytical behavior to assess existing service provisions
		Facilitate successful completion and delivery of digital government projects	Ensure digital government projects are successfully completed and produce expected outcomes	Thorough understanding of Project Management principles	Expertise in applying Project Management Tools & Techniques	Exhibit determination and accountability towards project deliverables in digital government initiatives.
		Steer projects in Digital Government	Guide and steer projects teams to deliver project outcomes successfully	Thorough understanding of Project Management principles	Expertise in applying Project Management Tools & Techniques	Exhibit leadership and accountability towards project deliverables in digital government initiatives.
Change Management	Managing change in the Digital Government setting	An innovation mindset for organizational changes is	Effectively manage organizational change through	Thorough understanding of organizational change	Ability to manage organizational change through	Exhibit innovative mindset for organizational changes

		needed to improve the organization's effectiveness	innovation	management field of study	innovation	
		Champion digitally enables service delivery to citizens	Actively consume and promote benefits of digital services to citizens amongst employees to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc among employees	Avid user and promoting digital service offerings
		Lead, initiate, and implement organizational change in institutional digital government transformation	Accountable for managing organizational change in institutional digital government transformation	Thorough understanding of organizational change management and digital government principles and theories	Ability to manage lead, initiate, and drive change in digital government interventions	Exhibit leadership and accountability toward change
		Identify and manage change requirements of organizational processes and solutions in digital transformation efforts	Identify and manage change requirements of organizational processes and solutions in digital transformation efforts	Thorough understanding of theories and principles of change management processes and solutions	Expertise to apply change management principles and facilitate change processes and solutions	Exhibit leadership and accountability toward change
Collaboration and Partnership	Collaborating and partnering in	Build alliances and achieve organization	Actively build alliances and partnerships	Thorough understanding of tools and	Expertise obtained through collaboration	Positive mindset toward collaboratio

	enhancing Digital Government capacity	al milestones of digital government	with internal and external stakeholders to achieve organizational milestones of digital government	techniques to enhance collaboration	best practices	n
		Provide integrated government services through inter-organizational secure data sharing and shared services for Whole-of-Government concept	Integration of government services across multiple government organizations through collaborating and partnering	Thorough understanding of best practices on service integrations and secure data-sharing mechanisms	Expertise in service integration and data sharing	Values integration and confidentiality
		Integrate relevant services within the organization across multiple digital government initiatives	Integrate digital service offerings across multiple digital government initiatives within the organization	Thorough understanding of best practices on service integrations and secure data-sharing mechanisms	Expertise in service integration and data sharing	Values integration and confidentiality
		Proper collaboration with all stakeholders and outsourced entities	Proper collaboration with internal stakeholders such as (but not limited to) the Leadership, Digital Transformation Unit, NextGenGov	Thorough understanding of tools and techniques of collaboration	Expertise obtained through collaboration best practices	Positive mindset toward collaboration

		Officers, etc., and outsourced entities			
Results Orientation	Results orientation to achieve desired outcomes and sustain stakeholder satisfaction in digital government	Achieve desired outcomes of relevant digital government initiatives	Measure and achieve pre-defined outcomes of the digital government initiatives	Understanding of mechanisms to evaluate outcomes	Expertise obtained by demonstrating result-oriented leadership approach	Result-oriented outlook toward digital government transformation
		Develop innovative approaches to deliver greater stakeholder satisfaction	Enhance and sustain stakeholder satisfaction through innovation	Ability to research and understand the importance of continuous innovation to enhance & sustain stakeholder satisfaction	Apply know-how to innovate to build and sustain stakeholder satisfaction	Innovative mindset toward stakeholder satisfaction
Quality Management	Delivering and managing quality in Digital Government Services	Be sensitive to the societal and economic expectations of digital government interventions	Be responsive to dynamic demands and expectations from society and economic conditions for digital government interventions to provide a quality service	Thorough understanding of theories, tools, techniques, and best practices of business environmental analysis	Expertise to analyze the business environment to identify societal and economic expectations of digital government interventions and ensure a quality service	Exhibits responsiveness to changes in the business environment and values the quality of service

		Ensure that the digital government solutions meet the changing stakeholder expectations & customer satisfaction, and technological enhancements	Ensure that the digital government solutions meet the changing stakeholder expectations & customer satisfaction, and technological enhancements	Thorough understanding of principles and best practices in managing stakeholder expectations and satisfaction in the field of Quality management.	Expertise to adopt quality digital government solutions ensuring stakeholder expectations are met whilst adapting to technological enhancements	Values stakeholder expectations and quality of service
		Manage the quality, of service delivery through digital means for citizen interaction	Actively engage in enhancing service delivery through digital means such as devices, online platforms, etc. for citizen interaction	Thorough understanding of theories, tools, techniques, and principles of quality management and digital means available for service delivery	Expertise to enhance citizen interactions through the quality of service with digital government services	Exhibits service-oriented mindset
		Continues digital improvements to enhance the quality-of-service delivery	Ensure continuous improvements to enhance the quality-of-service delivery	Thorough understanding of tools, techniques, and best practices in service delivery and quality management	Expertise in continuously improving the delivery of digital services continuously	Values continue improvements

		Manage Quality Service in Digital Government initiatives	Provide quality service through digital government initiatives	Thorough understanding of tools, techniques, and best practices in service delivery and quality management	Expertise set quality standards and ensure the standards are met	Exhibits accountability for quality service
Digital Transformation strategy Adoption	Drive the adoption of the digital transformation strategy of the organization and ensure the organization is digitally transformed through the management of resources and infrastructure, digital governance, and business continuity	Drive digital government transformation in the organization	Ensure the organization is digitally transformed	Thorough knowledge of Digital transformation strategies for governments	Ability to digitally transform the organization	The attitude of determination to drive the digital transformation
		Manage physical resources and infrastructure in a Digital Government setting	Ensure effective management of physical resources and infrastructure within a digital government setting	Thorough knowledge of physical resource inventory management, infrastructure, and maintenance	Ability to oversee the management of physical resources and infrastructure	Exhibits attention to detail when managing physical resources and infrastructure
		Manage and mitigate risk ensuring disaster recovery and business continuity	Accountable for mitigating risks and ensuring business continuity of the business during the adoption of digital transformation	Thorough understanding of principles and theories of risk management, disaster recovery, and business continuity planning	Ability to mitigate risks and ensure business continuity	An accountable and proactive approach to ensure business continuity

		Transform the organization to the next digital maturity level with the knowledge of the global Digital Government developments trends	Assess and understand the organizations existing level of digital maturity and achieve the next level of digital maturity.	Thorough understanding of the Digital Maturity Model of GoSL and principles and theories of digital government	Ability to progress the organization to the next level of maturity according to the Digital Maturity Model	Exhibit an ambitious attitude to build the digital maturity of the organization
		Knowledge of digital governance in an enterprise setting	Establish a framework for accountability, roles, and decision-making authority for an organization's digital presence	Thorough understanding of principles, theories, frameworks, and best practices of Digital governance	Ability to apply digital governance frameworks and theories in the adoption of the digital transformation strategy	Exhibits a holistic approach to digital governance
Execute digital government initiatives	Carry out activities in digital government initiatives	Conduct and manage procurement related to digital government	Ensure timely and unbiased procurements for digital government	Thorough understanding of tools and techniques of procurement and inventory management and procedure for government procurement	Expertise in the government procurement procedure	Accurate attention to detail and unbiased

		Determine the modality of delivering the solution. (Such as outsourcing, multisource, etc.)	Evaluate multiple sources and determine the best modality for delivering the solution	Thorough understanding of tools and techniques of supply chain management and procedure for government procurement	Expertise to select the best modality for delivering the solution	Exhibits rational decision making
		Manage outsourcing and vendor management	Ensure efficient and effective vendor management activities	Thorough understanding of theories and best practices of vendor management and Procurement Management	Expertise in managing multiple vendors for effective and efficient service delivery	Exhibits professional and task orientation
		Manage multi-channel service delivery in the organization	Manage the provision of public services through multiple delivery mechanisms in an integrated and coordinated way. Service delivery channels can be through email, phone, chat, social media, etc.	Thorough understanding of service delivery channels, their functionalities, and potential to scale	Expertise to manage and deliver user-centric digital government services via multiple service delivery channels seamlessly	Technology savvy and service excellence mindset

10.2.3 Management Competencies

Management Competencies						
Competency Area	**Description**	**Competency**	**Description**	**Knowledge**	**Skills**	**Attitudes**
Communication	Establishing effective communication best practices to achieve organizational goals and objectives and champion transparent communication in digital government	Conceptualize consultative stakeholder communication	Develop a fully-fledged stakeholder communication process and action plan	Thorough understanding of best practices in stakeholder communication	Expertise in establishing stakeholder communication	Values the importance of clear and consistent stakeholder communication
		Inspire others to understand the purpose and strategic direction of a digital government	Actively encourage all relevant stakeholders to understand the purpose and strategic direction of a digital government through clear and unambiguous communication	Thorough understanding of leadership principles and communication best practices and well-versed in the organization's digital strategy and vision	Ability to communicate effectively to gain the buy-in from the relevant stakeholders to the digital government vision	Exhibits credibility of character
		Ensure increased usage of digital means in communication	Promote digital communication tools & techniques for all stakeholders	Thorough understanding of a range of digital communication methods and tools & techniques	Expertise in using a range of digital communication in clear and coherent communication	Actively promote the usage of digital communication methods for stakeholders
		Positive perception toward feedback	Receptive to feedback and actively promote the importance of constructive	Thorough understanding of the theories and principles of communicat	Expertise to apply knowledge on listening and reflective practices gained	Values constructive feedback and encourage the importance

			feedback	ion and the importance of listening and personal development best practices	through the communication field of study to build a positive perception amongst team members toward feedback	of constructive feedback.
		Inspire, motivate, and guide toward digital transformation success	Actively encourage teams to understand the purpose and strategic direction towards a successful digital government transformation by achieving goals, objectives, and expected results through clear and unambiguous communication	Thorough knowledge of managing teams, talent management, and communication best practices	Expertise in managing and driving teams towards organization goals through communication best practices	Exhibits a collaborative mindset and leadership
		Effective dissemination of information and guidance towards maximizing digitalization efforts.	Widely share information and guide team members as required to maximize digitalization efforts	Thorough understanding of theories, principles, and best practices of corporate communication to maximize digitalizatio	Expertise in sharing information through effective channels to maximize digitalization efforts	Values open and transparent communication and promotes knowledge sharing

			n efforts		
		Maintain credibility among superiors, peers, and subordinates	Maintain credibility among superiors, peers, and subordinates through transparent communication	Understanding of personal development through communication principles and best practices	Expertise builds credibility and trusts in oneself through effective communication	Exhibits Credibility and trustworthiness
Workplace Management	Create an enabling environment that promotes collaboration, and productivity and builds trust among teams	Recognize impediments when delivering digital government services	Actively involved in identifying risks of possible impediments when delivering digital government services	Thorough understanding to identify and assess risks of possible impediments	Expertise to identify possible impediments	Exhibits proactiveness and decisive
		Champion the benefits of digital services to citizens among employees	Actively consume and promote benefits of digital services to citizens amongst employees with the aim to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc. among employees	Avid user and promoting digital service offerings

		Create an open collaborative work environment	Create an enabling environment that promotes collaboration and builds trust among teams	Thorough understanding of team dynamics and effective collaborative tools & techniques	Expertise in building trust and an enabling environment to promote digital transformation	Exhibit attributes of a roles model to build a high-trust team
Decision Making	Create an enabling environment for effective decision-making for digital government interventions	Facilitate the decision-making process	Facilitate swift adoption of the decision-making process to create an enabling environment that encourages decision making	Thorough understanding of theories and best practices of decision making	Ability to create an enabling environment that encourages decision-making and execute decisions with a swift pace	Exhibits leadership
		Identify early symptoms of resistance to change and develop strategies to manage the same	Proactively identifies resistance to change from internal stakeholders and can develop effective strategies to manage the same	Thorough understanding of principles and theories of change management and well-versed with strategies for the same	Ability to identify resistance to change and manage such resistance strategically	Exhibits proactive and empathetic attitude towards resistance to change in internal stakeholders
		Accountability in decision making	Accepts responsibility for decisions taken by self or team and provides a course of action for the decision taken as well as	Thorough understanding of the concepts, tools, and techniques of decision-making and personal development area of study	Expertise in accountability for decisions made by self or team members and promoting same among others	Exhibits accountability

				encourages accountability for decision making amongst team			
			Data-driven decision making	Promote the use of business intelligence (BI) and data analytics for effective decision making	Thorough understanding of the concepts, tools, and techniques of business intelligence and data analytics	Expertise in data-driven decision-making through the knowledge of BI and data analytical tools and techniques	Exhibit responsive to new technologies and has an analytical mindset
			Recognize principles of good governance	Actively promote 8 principles of good governance	Understanding of principles of good governance and practical adoption of the same	Expertise in adopting principles of good governance in a digital government setup	Positive attitude towards good governance
			Transparent decisions	Ensure decisions are taken based on data and evidence and the same is communicated to all relevant parties before implementation	Thorough understanding of the concepts, tools, and techniques of decision making	Expertise in making transparent decisions that ensures acceptance of all relevant stakeholders	Values Transparency
			Participatory decision making	Encourage ideas, and feedback from relevant internal stakeholders	Thorough understanding of the concept of participative decision-making best	Expertise in encouraging internal stakeholders to effectively involve in decision	Values and respects the ideas of others

75

			to make effective and sustainable decisions	practices to create an enabling environment to promote the same	making	
Capacity Building	Enhance the understanding, skills, and capability of employees needed to deliver successful digital government services through a combination of training and development	Recognize the importance of Human Talent	Recognize the strategic value and the importance of human talent for a digital government	Thorough understanding of concepts and theories of strategic human resource management	Ability to recognize the strategic importance of human talent and device strategies accordingly	Actively value the contribution of Human talent to the success of a digital government
		Create an innovative knowledge-driven organization with digital technologies	Create an enabling environment for innovation and knowledge-driven organization based on digital technologies	Thorough understanding of concepts of knowledge-driven organization and digital tools & technologies	Ability to build a knowledge-driven organization based on digital technologies	Encourage innovation and continuous learning
		Recognize the importance of continuous learning in a digital environment	Create an enabling environment for continuous learning culture	Thorough understanding of the concept of continuous learning	Ability to establish a continuous learning culture	Encourage continuous and lifelong learning
		Conduct Training Need Analysis (TNA), benchmark, and build the required	Engage in assessing, benchmarking, and building competencies within internal	Thorough understanding of theories and best practices of training need	Perform Training Need Analysis (TNA), benchmark, and build the required competencies	Positive attitude toward continuous learning

		competencies of all staff	teams to ensure required skills are available to carry out digital government initiatives according to the Digital Government Competency Framework	analysis		
		Assist ICTA in its efforts to identify a diverse blend of capabilities and skills to meet current and future digitalization efforts	Promote ICTA capacity-building efforts and provide inputs to continuously improve the Digital Government Competency Framework	Thorough understanding of the Digital Government Competency Framework	Ability to promote capacity-building efforts amongst internal stakeholders and provide inputs to further improve the Digital Government Competency Framework	Positive attitude
Stakeholder Management	Actively promote digital service delivery through a citizen-oriented approach while effectively managing stakeholders for digital government initiatives	Conflict management	Identify conflicts, handle same sensibly, fairly, and efficiently to maximize the positive outcomes of a conflict	Through an understanding of theories, principles, and best practices of conflict management	Expertise in effectively managing conflicts amicably	Exhibits unbiased and positive attitude toward conflict resolution
		Actively promote the impact of digital service delivery to citizens,	Actively consume and promote the benefits of digital services to	Thorough understanding of best practices to promote benefits to the citizens	Expertise to promote the benefits of digital services using various means such as role models,	Avid user and promoting digital service offerings

among employees	citizens amongst employees to emphasize the positive impact of digital government services on citizens	of a digital service among employees	communicatio n, etc among employees	
Empathetic mindset toward user experience	Ability to understand the user perspective and enhance the user experience through stakeholder managemen t	Thorough understandi ng of theories, and best practices in stakeholder managemen t	Ability to understand user perspective through the knowledge gained through stakeholder management	Empathetic Mindset
Empower and delegate responsibiliti es	Promote a corporate culture that actively empowers employees and delegates responsibilit y to enhance accountabilit y towards digital government initiatives	Thorough knowledge of best practices to empower employees including but not limited, to communicat ion, learning, and developmen t, building a shared vision, participative decision- making, etc.	Expertise to build a holistic culture that empowers employees and promotes accountability	Exhibits leadership and confidence in others' capability
Citizen orientation and customer focus	Upholds citizen- centric service delivery in	Thorough understandi ng of citizenship orientation	Expertise to initiate and deliver user- centric services whilst	Citizen and customer- oriented mindset

			digital government initiatives and strives to enhance customer experience	field of study and theories and best practices of customer service	continuously enhancing customer experience	
Performance Management	Human Resource performance management best practices in the digital government setting	Identify reskilling and upskilling requirements where relevant	Assess and identify appropriate reskilling and upskilling capacity-building interventions when required	Thorough understanding of theories, tools, techniques, and best practices in training needs assessment, performance management, and effective skill enhancement	Expertise to identify upskilling/reskilling needs and nominate appropriate skill enhancement interventions	Positive attitude toward continuous skill development and exhibits unbiased performance management
		Develop successors to sustain digital government initiatives	Engage in activities related to succession planning of potential successors to ensure the sustainability of digital government initiatives	Understanding of succession planning methods and best practices, mentoring, and grooming potential employees	Apply the knowledge of succession planning to mentor and groom successors to ensure the sustainability of digital government initiatives	Exhibit selflessness and leadership to enhance the capabilities of identified successors
		Foster integration and teamwork at all levels of staff in Digital Government	Promote cooperation, teamwork, and collaboration across employees' job grades	Through an understanding of team dynamics and best practices to improve integration	Expertise to integrate teams and build cohesion across job grades to achieve synergies	Promote cooperation and teamwork

		activities	to bring synergies for Digital Government activities	among teams		
		Provide consultative support to develop an HR plan for the organizational digital transformational strategy	Provide insightful inputs for the administration's decision to develop comprehensive HR plans that support the organizational digital transformational strategy	Thorough understanding of strategic management and digital transformation strategy	Ability to provide consultation to develop an HR plan that supports the overall digital transformation strategy	Exhibits insight toward digital transformation
		Assess and improve the performance of the staff towards the implementation of Digital Government initiatives	Engages in assessing performance levels and recommending required interventions to build capacity ensuring internal teams can implement digital government initiatives	Thorough understanding of concepts of Training Need Analysis and Performance Management	Ability to objectively evaluate the performance and identify the training needs and recommend appropriate interventions to improve performance	Exhibit an unbiased attitude toward performance management and values continuous learning
		Adopt knowledge management practices to promote organizational learning	Actively promote continuous learning through knowledge management best practices to enhance HR performance	Through an understanding of theories, principles, and best practices of knowledge management and organization	Expertise to build a knowledge-based corporate culture that engages in continuous learning which enhances organizational	Positive attitude toward continuous learning

				al learning	learning		
		Build competent teams to deliver expected results	Create an enabling environment, and actively develop competencies of teams to equip them to deliver the expected results of digital government initiatives	Thorough understanding of theories, principles, and best practices in building competent and cohesive teams	Expertise in building competent and cohesive teams that deliver results through the knowledge gained through best practices	Promotes cohesiveness and knowledge sharing
Teamwork	Ability to work in a team and bring synergies through effective team working	Work in teams with mutual respect and understanding of members to achieve synergy	Work collaboratively with multiple teams with mutual understanding and respect	Thorough knowledge of team dynamics and personal development	Work collaboratively with teams	Values individual differences and teamwork
		Share information and knowledge to enhance efficiency	Widely share information and guide team members to enhance their efficiency	Thorough knowledge of communication techniques and teamwork	Ability to share information	Values knowledge sharing
Personal Development	Continuously engage in activities to develop oneself, specialized knowledge, and expertise	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	Take interest in self-learning to acquire special skills and knowledge to efficiently execute digital	Thorough knowledge of personal development	Expertise to acquire skills and knowledge through self-learning	Values self-learning

			government activities			
		Interest in self-development to support government policy to enhance services rendered to the citizens	Show personal interest to develop oneself to support the government policy of enhancing services rendered to citizens	Thorough knowledge of personal development	Ability to support government policy to enhance citizen services	Values self-development
Institutional digital transformation	Development and adoption of digital transformation strategies to achieve with intended results through operational leadership	Strategic positioning of the organization in the national digital vision/road map.	Positioning the organization effectively to suit the national digital government vision	Thorough understanding of key steps in a strategic position	Expertise in digital government strategy positioning	Exhibit Insight toward strategy positioning
		Formulate institutional digital transformation strategy and road map aligned with organizational corporate vision	Formulate an effective digital transformation strategy for the organization aligning with the organizational corporate vision	Thorough understanding of key steps to formulate digital transformation strategies	Expertise in digital transformation strategy formulation theories and practices	Exhibit Insight toward strategy formulation
		Inspire, motivate, and guide the organization toward Digital Government	Inspire, motivate, and guide stakeholders toward Digital Government	Thorough understanding of theories and practices of motivation	Expertise obtained through the understanding of motivational theories to inspire and guide stakeholders	Mentoring stakeholders to promote digital government

				toward digital government	
		Recognize and adopt results-oriented management principles and application of M&E	Results orientation to achieve desired outcomes in digital government	Understanding results-oriented management and knowledge of mechanisms to evaluate outcomes and M&E	Measure and achieve pre-defined outcomes of the digital government initiatives	Result-oriented outlook toward digital government transformation
		Consultative support to integrate digital enhancements to organizational strategic plans	Provide input for the head of the organization to develop the organizational strategic plans with consultative support on organizational digital enhancements	Thorough understanding of strategic management field of study and digital technology best practices	Expertise in providing consultation on integrating digital technology into corporate strategic plans	Exhibits insights toward digital integration
		General Management	General management skills include Critical thinking, critical analysis, and problem-solving. etc.	Thorough understanding of theories, tools & techniques, and best practices concerning the general management	Expertise in utilizing managerial skills to effectively manage institutional digital transformation	Critical thinking, critical analysis, and problem-solving

10.3 Details of the Competencies of Middle & Junior Management

10.3.1 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
		Identification of digitalization needs	Proactively identify Line of Business process that can be digitalized	Thorough understanding of relevant Lines of Business and tools and techniques in digitalization	Ability to identify the need for digitalization	An open mind toward Digitalization

		Recognize the benefits of Digital Government Transformation	Well aware of the benefits of digital government transformation and provide support to achieve the same	Thorough understanding of principles, theories, and best practices on Digital Government Transformation	Ability to assist the leadership to achieve the benefits of Digital Government Transformation	Positive attitude toward Digital Government Transformation
		Adopt innovation through digital modes	Willingness to accept a new idea or digital technology	Thorough understanding of innovation adoption	Adopt innovation	Act as an early adopter of innovation
		Be an avid practitioner of digital tools and technologies in the workplace	Use digital tools and technologies in operational work	Know-how of digital tools and technologies usage	Use of digital tools and technologies in the workplace	Positive attitude toward change
Information Management	Ensure data and information are secure and adhere to data protection policies and laws in Digital Government service delivery	Recognize concepts of Information security, data protection, and privacy	Awareness of obtaining expertise and knowledge in information security, data protection, and privacy	Knowledge of Information security, data protection, and privacy best practices	Expertise obtained in practicing Information security, data protection, and privacy in digital space	Sensitive towards Information security, data protection, and privacy best practices in digital space
		Timely retrieval of information for effective service delivery	Ability to retrieve information using the most appropriate methods as and when required for effective	Thorough understanding of tools and techniques available to retrieve data	Timely retrieval of information	Exhibits resourcefulness

			service delivery		
Digital Citizenship	Use of digital technology and media in safe responsible and ethical ways	Digital Citizen Identity	The ability to build and manage a healthy identity as a digital citizen with integrity.	Individual has the basic knowledge to understand the social and multicultural nature of digital media and technologies and the impact that the technology has on self-image.	Demonstrate skills in managing one's own online identity in the digital space.	Exhibit honesty, and integrity when using technology.
		Balanced Use of Technology	Manage one's life both online and offline in a balanced way by exercising self-control to manage screen time, multitasking, and one's engagement with digital media and devices	Knowledge of nature and impact of technology use (e.g., excessive screen time, multi-tasking) on their health, work productivity, well-being, and lifestyles, and appropriate knowledge to deal with these impacts.	Skill to assess health risks and reduce technology-related issues to better self-regulate technology usage	Exhibit integrity by adhering to self-regulations for technology in terms of screen time, and usage, and develop positive relationships with others.

				Knowledge of different types of behavioral cyber risks (e.g., cyberbullying, harassment, and stalking), risk factors, the impact of the risks, and strategies to manage the risks.	Technical, communication, and decision-making skills to address behavioral cyber risk incidents and gain valuable coping tools to address these negative online experiences.	Exhibit kindness when online and can manage their online behavior as part of contributing to positive and supportive online communities.
		Behavioral Cyber-Risk Management	Identify, mitigate, and manage cyber risks that relate to personal online behaviors.			
		Personal Cyber Security Management	Detect cyber threats against personal data and devices, and use suitable security strategies and protection tools	Knowledge of one's willingness to take online risks, identify different types of cyber-threats (e.g., hacking, scams, and malware), and identify available strategies and tools that can be used to avoid such threats.	Skill to identify cyber threats, use relevant cyber security practices (e.g., secure passwords, firewalls, and anti-malware applications), and use technology without compromising their data and devices.	Exhibit resilience and vigilance against careless or negligent behaviors that may compromise their own or others' data and device security and have the confidence to resolve a problem.
		Digital Empathy	Be aware of, be sensitive to, and be supportive of one's own and other's feelings, needs, and concerns online	Knowledge of how their online interactions might affect others' feelings and recognize how others may be	Socio-emotional skills are required to be sensitive to others' perspectives and emotions while engaging in	Demonstrate an awareness and compassion for the feelings, needs, and concerns of others

				influenced by their online interactions (e.g., effects of online trolls).	online interactions and able to regulate and respond accordingly.	online.
		Digital Footprint Management	Knowledge of the nature of digital footprints and their real-life consequences, to manage them responsibly, and actively build a positive digital reputation	Knowledge of the concept of digital footprints (One's unique set of traceable online activities on the internet or digital devices), the consequences that such trails of information and corresponding data may have on their reputation and others, and the possible uses of such information when shared online.	Skills to manage digital footprints and use technology in a manner that contributes to a positive reputation both for themselves and the organization they belong to.	Exhibit mindful care, prudence, and responsibility online, by actively managing the types of information that are shared across multiple platforms throughout time.

		Media and Information Literacy	Find, organize, analyze, and evaluate media and information with critical reasoning.	Knowledge of the basic structure and the influence of digital media. And understand disinformation and misinformation online.	Proficient computer operation skills and use productivity software or applications that enable them to gather and organize digital content. And skills to articulate information and content needs, effectively navigate, critically evaluate, and synthesize the information and content they encounter online.	Exhibit better judgment in evaluating the reliability and credibility of online information and be careful and critical of the information encountered online.
		Privacy Management	Handle with discretion all personal information shared online to protect one's and others' privacy	Knowledge of privacy as a human right, what personal information is, and storage, processing, and sharing of personal information in digital platforms, along with strategies and tools that assist to	Skills to develop behavioral and technical strategies to limit privacy violations, and the ability to make good decisions around creating and sharing information and content of their own as well as	Exhibit respect for their own and others' privacy and personal information, treating these as valuable and personal assets worth protecting.

				keep personal information private and secure.	that of others.	

10.3.2 Digital Government Competencies

Digital Government Competencies						
Competency Area	Description	Competency	Description	Knowledge	Skills	Attitude
Project and Program Management	Undertaking Project management initiatives in Digital Government capacity	Project and Program Management of Digital Government initiatives	Manage multiple projects within digital government initiatives relevant to LoB	Thorough understanding of Project and Program Management principles	Expertise in applying Project and Program Management Tools & Techniques	Exhibit accountability towards project and program management in digital government initiatives.
		Recognize the service provisions in line with the institutional and national Digital Government Strategies	Identify service provisions in the respective LoB in line with National Digital Government Strategy	Thorough understanding of tools and techniques in digitalization and well-versed in all aspects of LoB	Expertise in assisting CDIO and DTU in the organization's digitization efforts	Exhibit analytical behavior to assess existing service provisions
Change Management	Managing change in the Digital Government setting	Facilitate change management within the organization	Actively involved in managing change at the department level and assisting the	Through knowledge in the Change Management field of study	Expertise to facilitate overall organizational change by managing change within	Positive attitude toward change and exhibits leadership and

			CDIO and DTU in their change management efforts		the respective department/ unit	accountability
		Champion digitally enables service delivery to citizens	Actively consume and promote benefits of digital services to citizens amongst employees to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc. among employees	Avid user and promoting digital service offerings
Collaboration and Partnership	Collaborating and partnering in enhancing Digital Government capacity	Build relationships among cross-departments and external stakeholders	Actively build mutually beneficial relationships with inter departments and external stakeholders to achieve organizational departmental digital government milestones	Thorough understanding of tools and techniques to enhance collaboration	Expertise obtained through collaboration best practices	Positive mindset toward collaboration
		Receptive to diversity, and the need for equity and fairness to bridge the digital divide	Accept individual differences and value equity and fairness and act to bridge the digital divide	Thorough understanding of diversity and inclusiveness and best practices to bridge the digital divide	Ability to bridge the digital divide	Values individual differences, equity, and fairness

		Integrate relevant services and facilitate data sharing across digital government initiatives	Collaborate with inter divisions/ sections and share data to enhance digital government capacity	Thorough understanding of theories, principles, and tools & techniques of data sharing	Expertise in sharing data seamlessly and promoting the same amongst team members	Values and promote collaboration
Results Orientation	Results orientation to achieve desired outcomes and sustain stakeholder satisfaction in digital government	Provide leadership for achieving desired outcomes of relevant digital government initiatives at the department level	Measure and achieve pre-defined outcomes of the digital government initiatives at the department level	Understanding of mechanisms to evaluate outcomes	Expertise obtained by demonstrating the result-oriented approach	Result-oriented outlook toward digital government transformation
		Develop innovative approaches to deliver greater stakeholder satisfaction	Enhance and sustain stakeholder satisfaction through innovation	Ability to research and understand the importance of continuous innovation to enhance and sustain stakeholder satisfaction	Apply know-how to innovate to build and sustain stakeholder satisfaction	Innovative mindset toward stakeholder satisfaction
		Measure KPIs of the digital government initiatives	Objectively assess pre-defined Key Performance Indicators at the department/ unit level are met	Thorough knowledge of performance management	Expertise to assess KPI	Exhibits an unbiased attitude and promotes a performance-based culture

Quality Management	Delivering and managing quality in Digital Government Services	Be sensitive to the societal and economic expectations of digital government interventions	Be responsive to dynamic demands and expectations from society and economic conditions for digital government interventions to provide a quality service	Thorough understanding of theories, tools, techniques, and best practices of business environmental analysis	Expertise to analyze the business environment to identify societal and economic expectations of digital government interventions and ensure a quality service	Exhibits responsiveness to changes in the business environment and values the quality of service
		Ensure that the digital government solutions meet the changing stakeholder expectations & customer satisfaction, and technological enhancements	Ensure that the digital government solutions meet the changing stakeholder expectations & customer satisfaction, and technological enhancements	Thorough understanding of principles and best practices in managing stakeholder expectations and satisfaction in the field of Quality management.	Expertise to adopt quality digital government solutions ensuring stakeholder expectations are met whilst adapting to technological enhancements	Values stakeholder expectations and quality of service
		Manage the quality, of service delivery through digital means for citizen interaction	Actively engage in enhancing service delivery through digital means such as devices, online platforms, etc. for citizen interaction	Thorough understanding of theories, tools, techniques, and principles of quality management and digital means available for service delivery	Expertise to enhance citizen interactions through the quality of service with digital government services	Exhibits service-oriented mindset

		Continues digital improvements to enhance the quality-of-service delivery	Ensure continuous improvements to enhance the quality-of-service delivery	Thorough understanding of tools, techniques, and best practices in service delivery and quality management	Expertise in continuously improving the quality of digital service delivery	Values continuous improvements and quality of service
Execute digital government initiatives	Carry out activities in digital government initiatives	Knowledge of the national digital transformation plan	Well-versed in all aspects of the National Digital Transformation Plan	Thorough understanding of the National Digital Transformation Plan	Ability to support CDIO and DTU to carry out the digital transformation based on the National Digital Transformation Plan	Positive attitude toward digital transformation
		Recognize digital services provided by the organization and the involvement of the unit	Well aware of the digital service offerings of the organizations and departmental service deliverables of the same	Thorough understanding of the digital service offerings of the organization	Ability to provide services at the departmental level in line with the organization's digital service offerings	Exhibits critical thinking
		Awareness of the CDIO program and CDIO concept in the implementation of digital government initiatives	Aware of ICTA's CDIO program and support CDIO to implement digital government initiatives	Thorough understanding of the concept of CDIO	Support CDIO to implement digital government initiatives	Positive attitude toward digital transformation

		Manage multi-channel service delivery in the organization	Manage the provision of public services through multiple delivery mechanisms in an integrated and coordinated way. Service delivery channels can be through email, phone, chat, social media, etc.	Thorough understanding of service delivery channels, their functionalities, and potential to scale	Expertise to manage and deliver user-centric digital government services via multiple service delivery channels seamlessly	Technology savvy and service excellence mindset
		Recognize the current status of the digital maturity of the organization	Assess and understand the organizations existing level of digital maturity and achieve the next level of digital maturity.	Thorough understanding of the Digital Maturity Model of GoSL and principles and theories of digital government	Ability to progress the organization to the next level of maturity according to the Digital Maturity Model	Exhibit an ambitious attitude to build the digital maturity of the organization
		Awareness of distinctive features of ICT procurement	Well-versed in key features of the ICT procurement process and managing ICT-related inventories	Thorough understanding of tools and techniques of procurement management and procedure for government ICT-related procurement	Expertise to adhere to government procurement process with the knowledge of ICT procurement	Accurate attention to detail and unbiased

		Contribute to the development of operational policies and procedures	Provide input to develop operational policies and procedures at the department/ unit level that supports Digital Government Initiatives	Thorough understanding of policy and procedure formulation	Ability to be actively involved in the development of operational policies and procedures	Exhibits insight toward policy formulation
		Assist in aligning departmental plans with the organizational/ strategy and action plans	Actively involved in supporting the top management to align department-level plans with the organizational digital strategy and action plans	Thorough understanding of developing strategic plans at the departmental level	Expertise to develop departmental action plans and provide insightful assistance to align same with the organizational strategy and actions plans	Exhibit Insights toward strategy alignment
		Provide leadership and guidance for the department to understand and implement action plans	Guide the team to understand the department's role in the organizational digital strategy and provide leadership to understand action plans and implement the same	Thorough understanding of leadership principles and well-versed in the organization's digital strategy and vision	Expertise to guide and lead the team to implement departmental action plans as directed by the organizational digital strategy	Exhibits leadership

10.3.3 Management Competencies

Management Competencies						
Competency Area	**Description**	**Competency**	**Description**	**Knowledge**	**Skills**	**Attitude**
Communication	Establishing effective communication best practices to achieve departmental goals and objectives and champion transparent communication in digital government	Promote awareness about the government's digital transformation initiatives	Widely share information and build awareness of digital government initiatives amongst the department/unit	Thorough understanding of best practices of effective communication to build awareness and disseminate information	Ability to promote awareness of the government's digital transformation initiatives	Positive attitude toward digital transformation
		Timely escalation of any blockers and impediments to the next levels with suggestions	Actively involved in recognizing possible impediments and blockers when delivering digital government services and timely escalation of same to relevant parties with suggestions	Thorough understanding of communication tools & techniques to escalate blockers and impediments	Expertise in timely escalating blockers and impediments with suggestions	Exhibit efficiency and resourcefulness
		Ensure increased usage of digital means in communication	Promote digital communication tools & techniques for all stakeholders	Thorough understanding of a range of digital communication methods and tools & techniques	Expertise in using a range of digital communication in clear and coherent communication	Actively promote the usage of digital communication methods for stakeholders

				Thorough understanding of the theories and principles of communication and the importance of listening and personal development best practices	Expertise to apply knowledge on listening and reflective practices gained through the communication field of study to build a positive perception amongst team members toward feedback	Values constructive feedback and encourage the importance of constructive feedback
		Positive perception toward feedback	Receptive to feedback and actively promote the importance of constructive feedback			
		Inspire, motivate, and guide others in the department toward digital transformation success	Actively encourage departmental/unit team to understand the purpose and strategic direction towards a successful digital government transformation through unambiguous communication	Thorough understanding of leadership principles and communication best practices	Ability to communicate effectively to gain the buy-in from the own team for the digital transformation	Exhibits credibility of character
Workplace Management	Building a holistic and open environment that promotes collaboration and productivity toward achieving	Recognize impediments when delivering digital government services	Actively involved in identifying risks of possible impediments when delivering digital government services	Thorough understanding to identify and assess risks of possible impediments	Expertise to identify possible impediments	Exhibits proactiveness and decisive

	digital government transformation	Champion the benefits of digital services to citizens among employees	Actively consume and promote benefits of digital services to citizens amongst employees with the aim to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc. among employees	Avid user and promoting digital service offerings
		Create an open collaborative work environment	Create an enabling environment that promotes collaboration and builds trust among teams	Thorough understanding of team dynamics and effective collaborative tools & techniques	Expertise in building trust and enabling a collaborative environment to promote digital transformation	Promote cooperation and teamwork
Decision Making	Create an enabling environment for effective decision-making for digital government interventions	Facilitate the decision-making process	Facilitate swift adoption of the decision-making process to create an enabling environment that encourages decision making	Thorough understanding of theories and best practices of decision making	Ability to create an enabling environment that encourages decision-making and execute decisions with a swift pace	Exhibits leadership
		Identify early symptoms of resistance to change and assist to develop strategies to manage the same	Proactively identifies resistance to change from internal stakeholders and can develop effective strategies to manage the	Thorough understanding of principles and theories of change management and well-versed with strategies	Ability to identify resistance to change and manage such resistance strategically	Exhibits proactive and empathetic attitude towards resistance to change in internal stakeholders

		same	for the same		
		Accountability in decision making	Accepts responsibility for decisions taken by self or team and provides a course of action for the decision taken as well as encourages accountability for decision making amongst team	Thorough understanding of the concepts, tools, and techniques of decision-making and personal development area of study	Expertise in accountability for decisions made by self or team members and promoting same among others	Exhibits accountability
		Data-driven decision making	Promote the use of business intelligence (BI) and data analytics for effective decision making	Thorough understanding of the concepts, tools, and techniques of business intelligence and data analytics	Expertise in data-driven decision-making through the knowledge of BI and data analytical tools and techniques	Exhibit responsive to new technologies and has an analytical mindset
		Evaluate alternative solutions, impacts, and risks, and adopt the most effective solution	Effectively assess alternative solutions, impact, and possible risk for each alternative and executive the most effective	Thorough understanding of tools, techniques, and best practices for assessing risk and evaluating alternative	Ability to effectively select the most effective solution through an accurate evaluation of alternative solutions considering	Exhibits critical thinking

			solution	solutions	the impact of the risks	
Capacity Building	Enhance the understanding, skills, and capability of employees needed to deliver successful digital government services through a combination of training and development	Effective utilization of developed human resources	Engage in HR and talent management best practices to ensure team members are utilized in the optimum possible way	Through an understanding of Human resource and Talent management best practices	Ability to utilize team members to ensure optimum contribution to the department/unit	Productivity oriented mindset
		Help determine fair/optimum balance between technological and non-technological capacity requirements of the department / unit	Identify the technological and non-technological skill requirements for the department/unit to support the organizational digital transformation	Through an understanding of theories, principles, and best practices of Digital transformation	Ability to determine the required tech and non-tech skill requirements to carry out digital transformation initiatives	Exhibits forecasting and analytical thinking
Stakeholder Management	Actively promote digital service delivery through a citizen-oriented approach and a collaborative work	Conflict Management	Identify conflicts among team members, handle same sensibly, fairly, and efficiently to maximize the positive outcomes of a conflict	Through an understanding of theories, principles, and best practices of conflict management	Expertise in effectively managing conflicts amicably	Exhibits unbiased and positive attitude toward conflict resolution

101

environment while effectively managing stakeholders for digital government initiatives	Actively promote the impact of digital service delivery to citizens, among employees	Actively consume and promote the benefits of digital services to citizens amongst employees with the aim to emphasize the positive impact of digital government services on citizens	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc. among employees	Avid user and promoting digital service offerings
	Empathetic mindset toward user experience	Ability to understand the user perspective and enhance the user experience through stakeholder management	Thorough understanding of theories, and best practices in stakeholder management	Ability to understand user perspective through the knowledge gained through stakeholder management	Empathetic Mindset
	Empower and delegate responsibilities	Promote a corporate culture that actively empowers employees and delegates responsibility to enhance accountability towards digital government initiatives	Thorough knowledge of best practices to empower employees including but not limited, to communication, learning, and development, building a shared vision, participative decision-making, etc.	Expertise to build a holistic culture that empowers employees and promotes accountability	Exhibits leadership and confidence in others' capability

		Citizen orientation and customer focus	Upholds citizen-centric service delivery in digital government initiatives and strives to enhance customer experience	Thorough understanding of citizenship orientation field of study and theories and best practices of customer service	Expertise to initiate and deliver user-centric services whilst continuously enhancing customer experience	Citizen and customer-oriented mindset
		Build a collaborative working environment for the teams	Create an enabling environment that promotes collaboration and builds trust among teams	Thorough understanding of theories and principles on team dynamics and effective collaborative tools & techniques	Expertise in building cohesiveness and an enabling environment to promote digital transformation	Values cooperation
Performance Management	Human Resource performance management best practices in a digital government setting	Identify reskilling and upskilling requirements where relevant	Identify appropriate reskilling and upskilling capacity-building interventions when required	Thorough understanding of theories, tools, techniques, and best practices in performance management	Expertise to identify upskilling/reskilling needs and nominate appropriate skill enhancement interventions	Positive attitude toward continuous skill development and exhibits unbiased performance management
		Develop HRD plans at the department level	Develop comprehensive HRD plans at the departmental level that supports the overall digital transformatio	Thorough understanding of theories, principles, and best practices of HRD	Develop an HRD plan at the departmental level	Exhibits a proactive approach to management

		n strategy			
		Foster integration and teamwork of staff to improve team spirit and synergy effect	Promote cooperation, teamwork, and collaboration across employees within the department to bring synergies for Digital Government activities	Through an understanding of team dynamics and best practices to improve integration among teams	Expertise to integrate teams and build cohesion across job grades to achieve synergies	Promote cooperation and teamwork
		Promote organizational learning and experience toward the effective delivery of public services	Actively promote continuous and lifelong learning among team members to self-development to deliver public services effectively	Through understanding of learning and development of best practices and leadership skills to influence and motivate	Expertise in promoting learning and development within the department to self-develop team members	Promotes self-development and exhibits leadership
		Assess and improve the performance of the staff towards the implementation of Digital Government initiatives	Engages in assessing performance levels and recommending required interventions to build capacity ensuring internal teams are capable of	Thorough understanding of concepts of Training Need Analysis and Performance Management	Ability to objectively evaluate the performance and identify the training needs and recommend appropriate interventions to improve performance	Exhibit an unbiased attitude toward performance management and values continuous learning

		implementing digital government initiatives			
Teamwork	Ability to work in a team and bring synergies through effective team working	Work in teams with mutual respect and understanding of members to achieve synergy	Work collaboratively with multiple teams with mutual understanding and respect	Thorough knowledge of team dynamics and personal development	Work collaboratively with teams	Values individual differences and teamwork
		Share information and knowledge to enhance efficiency	Widely share information and guide team members to enhance their efficiency	Thorough knowledge of communication techniques and teamwork	Ability to share information	Values knowledge sharing
Personal Development	Continuously engage in activities to develop oneself, specialized knowledge, and expertise	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	Take interest in self-learning to acquire special skills and knowledge to efficiently execute digital government activities	Thorough knowledge of personal development	Expertise to acquire skills and knowledge through self-learning	Values self-learning
		Interest in self-development to support government policy to enhance services rendered to the citizens	Show personal interest to develop oneself to support the government policy of enhancing services rendered to	Thorough knowledge of personal development	Ability to support government policy to enhance citizen services	Values self-development

			citizens			

10.4 Details of the Competencies of Operational Staff

10.4.1 ICT Competencies

ICT Competencies						
Competency Area	**Description**	**Competency**	**Description**	**Knowledge**	**Skills**	**Attitude**
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

		Execute the ICT plan of the organization	Perform tasks according to the ICT plans of the organization	Thorough understanding of the ICT plans of the organization and action items	Ability to perform tasks in accordance with the ICT plans of the organization	Exhibits consistency in following instructions
		Recognize the benefits of Digital Government transformation	Aware of the benefits of digital government transformation and provide support to achieve the same	Thorough understanding of principles, theories, and best practices on Digital Government Transformation	Ability to assist the leadership to achieve the benefits of Digital Government Transformation	Positive attitude toward Digital Government Transformation
		Effectively use Internet and application programs for service delivery	Deliver digital government services through the optimum usage of the internet and relevant application program	Thorough understanding of the usage of internet and application programs, including safe use of the same	Ability to deliver digital government services through optimum usage of Internet and application programs	Exhibits willingness to use the internet and applications for service delivery
		Be an avid practitioner of digital tools and technologies in the workplace	Use digital tools and technologies in operational work	Know-how of digital tools and technologies usage	Use of digital tools and technologies in the workplace	Positive attitude toward change
		Incident Management, Reporting, and Response	Timely report and respond to incidents to ensure seamless delivery of digital government services	Thorough understanding of principles, theories, and best practices in Incident Management	Ability to timely report and respond to incidents	Exhibits diligence

107

		Explore, identify, and suggest possibilities of innovative applications to enhance digital services	Actively seek innovative ways to enhance service delivery through digital means such as devices, online platforms, etc. for citizen interaction and give suggestions for service improvement	Understanding of theories and best practices of digital transformation and service innovation	Expertise to identify and suggest innovative ways to enhance the delivery of digital government services	Exhibits a service-oriented mindset and values innovation
		Configuration management of IT resources	Maintains computer systems, servers, and software in a desired consistent state	Thorough understanding of the field of IT configuration management	Expertise in maintaining IT resources such as computer systems, servers, and software as expected	Exhibits an organized and methodical approach
ICT in workplace	Ensure data and information are secure and adhere to data protection policies and laws in Digital Government service delivery	Recognize the concepts of information security, data protection, and privacy	Awareness of obtaining expertise and knowledge in information security, data protection, and privacy	Knowledge of Information security, data protection, and privacy best practices	Expertise obtained in practicing Information security, data protection, and privacy in digital space	Sensitive towards Information security, data protection, and privacy best practices in digital space
		Timely retrieval of information for effective service delivery	Ability to retrieve information using the most appropriate methods as	Thorough understanding of tools and techniques available to retrieve data	Timely retrieval of information	Exhibits resourcefulness

			and when required for effective service delivery			
		Maintain and store clear and accurate records	Maintains and stores record digitally consistently adhering to data storage protocols	Knowledge of tools, techniques, and best practices for digital data storage and maintenance	Ability to maintain and store data accurately in a consistent manner	Exhibits consistency in following protocols
Digital Citizenship	Use of digital technology and media in safe responsible and ethical ways	Digital Citizen Identity	The ability to build and manage a healthy identity as a digital citizen with integrity.	Individual has the basic knowledge to understand the social and multicultural nature of digital media and technologies and the impact that the technology has on self-image.	Demonstrate skills in managing one's own online identity in the digital space.	Exhibit honesty, and integrity when using technology.
		Balanced Use of Technology	Manage one's life both online and offline in a balanced way by exercising self-control to manage screen time, multitasking, and one's engagement with digital media and devices	Knowledge of nature and impact of technology use (e.g., excessive screen time, multi-tasking) on their health, work productivity, well-being, and lifestyles,	Skill to assess health risks and reduce technology-related issues to better self-regulate technology usage	Exhibit integrity by adhering to self-regulations for technology in terms of screen time, and usage, and develop positive relationships with others.

			and appropriate knowledge to deal with these impacts.		
	Behavioral Cyber-Risk Management	Identify, mitigate, and manage cyber risks that relate to personal online behaviors.	Knowledge of different types of behavioral cyber risks (e.g., cyberbullying, harassment, and stalking), risk factors, the impact of the risks, and strategies to manage the risks.	Technical, communication, and decision-making skills to address behavioral cyber risk incidents and gain valuable coping tools to address these negative online experiences.	Exhibit kindness when online and are able to manage their online behavior as part of contributing to positive and supportive online communities.
	Personal Cyber Security Management	Detect cyber threats against personal data and devices, and use suitable security strategies and protection tools	Knowledge of one's willingness to take online risks, identify different types of cyber-threats (e.g., hacking, scams, and malware), and also identify available strategies and tools that can be used to avoid such threats.	Skill to identify cyber threats, use relevant cyber security practices (e.g., secure passwords, firewalls, and anti-malware applications), and use technology without compromising their data and devices.	Exhibit resilience and vigilance against careless or negligent behaviors that may compromise their own or others' data and device security and have the confidence to resolve a problem.

		Digital Empathy	Be aware of, be sensitive to, and be supportive of one's own and other's feelings, needs, and concerns online	Knowledge of how their online interactions might affect others' feelings and recognize how others may be influenced by their online interactions (e.g., effects of online trolls).	Socio-emotional skills are required to be sensitive to others' perspectives and emotions while engaging in online interactions and able to regulate and respond accordingly.	Demonstrate an awareness and compassion for the feelings, needs, and concerns of others online.
		Digital Footprint Management	Knowledge of the nature of digital footprints and their real-life consequences, to manage them responsibly, and actively build a positive digital reputation	Knowledge of the concept of digital footprints (One's unique set of traceable online activities on the internet or digital devices), the consequences that such trails of information and corresponding data may have on their reputation and others, and the possible uses of such information when shared online.	Skills to manage digital footprints and use technology in a manner that contributes to a positive reputation both for themselves and the organization they belong to.	Exhibit mindful care, prudence, and responsibility online, by actively managing the types of information that are shared across multiple platforms throughout time.

| | | Media and Information Literacy | Find, organize, analyze, and evaluate media and information with critical reasoning. | Knowledge of the basic structure and the influence of digital media. And understand disinformation and misinformation online. | Proficient computer operation skills and use productivity software or applications that enable them to gather and organize digital content. And skills to articulate information and content needs, effectively navigate, critically evaluate, and synthesize the information and content they encounter online. | Exhibit better judgment in evaluating the reliability and credibility of online information and be careful and critical of the information encountered online. |
| | | Privacy Management | Handle with discretion all personal information shared online to protect one's and others' privacy | Knowledge of privacy as a human right, what personal information is, and storage, processing, and sharing of personal information in digital platforms, along with strategies and tools that assist to | Skills to develop behavioral and technical strategies to limit privacy violations, and the ability to make good decisions around creating and sharing information and content of their own as well as | Exhibit respect for their own and others' privacy and personal information, treating these as valuable and personal assets worth protecting. |

				keep personal information private and secure.	that of others'.	

10.4.2 Digital Government Competencies

Digital Government Competencies						
Competency Area	Description	Competency	Description	Knowledge	Skill	Attitude
Change Management	Managing change in the Digital Government setting	Adopt organizational change management	Follow the organizational change management processes which require for digital transformation	Thorough understanding of the principles, theories, and best practices of change management in digital transformation	Ability to change to meet the requirements if the digital transformation	Positive attitude toward change
		Champion digitally enables service delivery to citizens	Actively consume and promote benefits of digital services to citizens amongst employees with the aim to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service among employees	Expertise to promote the benefits of digital services using various means such as role models, communication, etc. among employees	Avid user and promoting digital service offerings

Collaboration and Partnership	Collaborating and partnering in enhancing Digital Government capacity	Build relationships among cross-departments and external stakeholders	Actively build mutually beneficial relationships with inter departments and external stakeholders to achieve organizational departmental digital government milestones	Thorough understanding of tools and techniques to enhance collaboration	Expertise obtained through collaboration best practices	Positive mindset toward collaboration
		Work effectively with others and fostering cooperation	Cooperate and collaborate within the team to bring synergies for Digital Government activities	Through an understanding of team dynamics and best practices to improve integration among teams	Expertise to work in a team and build cohesion across job grades to achieve synergies	Promote cooperation and teamwork
Results Orientation		Achieve the desired outcomes of the respective service deliveries	Provide services with a result-oriented mindset with the aim to achieve the desired output	Thorough understanding of principles and theories of results orientation in public service delivery	Ability to achieve desired outcomes	Positive attitude towards results orientation
		Recognize expected results of the digital government services and personal KPIs	Well-versed in expected results of digital government services and acknowledge & accept KPIs	Thorough understanding of KPIs of digital government services	Expertise to identify the expected results of digital government services and perform to achieve KPIs	Values performance-based culture

114

Quality Management	Delivering quality in Digital Government Services	Be sensitive to customer needs and requirements	Be responsive to feedback and expectations of the customer for digital government interventions to provide a quality service	Thorough understanding of theories, tools, techniques, and best practices of Customer Service	Expertise in understanding customer needs and requirements through feedback, inquiry, etc. to ensure a quality service delivery	Exhibits responsiveness to customer requirements and values quality of service
		Recognize the delivery chain and its elements in the departments	Recognize the importance of the delivery chain and its elements towards providing a quality service	Thorough understanding of the delivery chain and its elements	Know-how of the delivery chain, its elements, and application of the same	Exhibit synergy toward providing a quality service
		Suggest digital improvements to enhance the quality-of-service delivery	Observe service delivery and suggest digital improvements to enhance the quality-of-service delivery	Thorough understanding of tools, techniques, and best practices in service delivery and quality management	Expertise to make suggestions to continuously improve the delivery of digital services	Values continuous improvements
Execute digital government initiatives	Carry out activities in digital government initiatives	Recognize the legal framework for digital Government in Sri Lanka	Well-versed in all aspects of the legal framework for digital Government in Sri Lanka	Thorough understanding of the legal framework for digital Government in Sri Lanka	Delivery services adhering to the legal framework for digital Government in Sri Lanka	Exhibits law-abiding attitude

115

		Provide effective service delivery at customer touch points	Provide effective and efficient public service delivery through digital means in line with digital government initiatives	Thorough understanding of theories, tools, techniques, and principles of public service delivery	Expertise to enhance citizen interactions through the effective delivery of digital government services	Exhibits service-oriented mindset
		Awareness of the CDIO program and CDIO concept in the implementation of digital government initiatives	Aware of ICTA's CDIO program and support CDIO to implement digital government initiatives	Thorough understanding of the concept of CDIO	Support CDIO to implement digital government initiatives	Positive attitude toward digital transformation
		Recognize multi-channel service delivery in the organization	Provision of public services through multiple delivery mechanisms in an integrated and coordinated way. Service delivery channels can be through email, phone, chat, social media, etc.	Thorough understanding of service delivery channels, their functionalities, and potential to scale	Expertise to deliver user-centric digital government services via multiple service delivery channels seamlessly	Technology savvy and service excellence mindset

		Knowledge of the national digital transformation plan	Well-versed in all aspects of the National Digital Transformation Plan	Thorough understanding of the National Digital Transformation Plan	Ability to support CDIO and DTU to carry out the digital transformation based on the National Digital Transformation Plan	Positive attitude toward digital transformation
		Deliver digital government services upholding public service values	Serves with commitment, integrity, and honesty to promote the rights, privileges, and well-being of the citizens in the digital gov context	Through understanding of code of ethics and public service values. And theories, principles for personal development, and public service delivery	Ability to deliver public services upholding public service values	Exhibits commitment, integrity, honesty, and service orientation
		Be positive towards Citizen centric and citizen-friendly service delivery	Upholds citizen-centric and citizen-friendly service delivery in digital government initiatives and strives to enhance the citizen experience	Thorough understanding of citizenship orientation field of study and theories and best practices of public service delivery	Expertise to initiate and deliver citizen-centric and citizen-friendly services whilst continuously enhancing the citizen experience	Citizen oriented mindset

		Exercise delegated authority	Responsibly exercise authority shared through the digital transformation of services	Through an understanding of theories, principles, tools, and techniques for personal development	Ability to exercise delegated authority responsibly	Exhibits accountability

10.4.3 Management Competencies

Management Competencies						
Competency Area	**Description**	**Competency**	**Description**	**Knowledge**	**Skill**	**Attitude**
Communication	Follow effective communication best practices to achieve personal and departmental goals and objectives and champion transparent communication in digital government	Promote awareness about the government's digital transformation initiatives	Widely share information and build awareness on digital government initiatives amongst peers	Thorough understanding best practices of effective communication to build awareness and disseminate information	Ability to promote awareness on government's digital transformation initiatives	Positive attitude towards digital transformation
		Timely escalation of any blockers and impediments to the next levels with suggestions	Actively involved in recognizing possible impediments and blockers when delivering digital government services and timely escalation of same to	Thorough understanding of communication tools & techniques to escalate blockers and impediments	Expertise to timely escalate blockers and impediments with suggestions	Exhibit efficiency and resourcefulness

		relevant parties with suggestions			
		Ensure increased usage of digital means in communication	Using digital communication tools & techniques for correspondence	Thorough understanding on a range of digital communication methods and tools & techniques	Expertise in using a range of digital communication in clear and coherent communication	Avid user of digital communication means
		Positive perception towards feedback	Receptive to feedback and actively promote the importance of constructive feedback	Thorough understanding on the theories and principles of communication and importance of listening and personal development best practices	Expertise to apply knowledge on listening and reflective practices gained through communication field of study to build a positive perception toward feedback within self and amongst peers	Values constructive feedback and encourage the importance of constructive feedback
Workplace Management	Actively engage in a holistic and open environment that promotes	Recognize impediments when delivering digital government services	Actively involved in identifying risks of possible impediments when	Thorough understanding to identify and assess risk s of possible impediment	Expertise to identify possible impediments	Exhibits proactiveness and decisive

	collaboration and productivity towards achieving digital government transformation		delivering digital government services	s		
		Champion the benefits of digital services to citizens amongst peers	Actively consume and promote benefits of digital services to citizens amongst employees with the aim to encourage delivery of a quality service	Thorough understanding of best practices to promote benefits to the citizens of a digital service amongst peers	Expertise to promote benefits of digital services using various means such as role model, communication etc. amongst peers	Avid user and promoting digital service offerings
Stakeholder Management	Actively promote digital service delivery through a citizen-oriented approach and a collaborative work environment while effectively managing stakeholders for digital government initiatives	Conflict Management	Identify conflicts amongst peers, approach them sensibly, fairly, and efficiently to maximize the positive outcomes from a conflict	Through understanding of theories, principles, and best practices of conflict management	Expertise to effectively manage conflicts amicably	Exhibits unbiased and positive attitude towards conflict resolution
		Actively promote the impact of digital service delivery to citizens, among peers	Actively consume and promote benefits of digital services to citizens amongst peers with the aim to emphasize on the positive impact of	Thorough understanding of best practices to promote benefits to the citizens of a digital service amongst peers	Expertise to promote benefits of digital services using various means such as role model, communication etc. amongst peers	Avid user and promoting digital service offerings

		digital government services to citizens			
		Empathetic mindset towards user experience	Ability to understand the user perspective and enhance the user experience through stakeholder management	Thorough understanding on theories, best practices on stakeholder management	Ability to understand user perspective through the knowledge gain through stakeholder management	Empathetic mindset
		Assist to build a collaborative working environment for the teams	Assist to create an enabling environment that promotes a collaboration and build trust among peers	Thorough understanding on theories and principles on team dynamics and effective collaborative tools & techniques	Expertise in building cohesiveness and an enabling environment to promote digital transformation	Values cooperation
		Citizen orientation and customer focus	Upholds citizen centric service delivery in digital government initiatives and strives to enhance customer experience	Thorough understanding on citizenship orientation field of study and theories and best practices of customer service	Expertise to initiate and deliver user centric services whilst continuously enhancing customer experience	Citizen and customer-oriented mindset

Teamwork	Ability to work in a team and bring synergies through effective team working	Work in teams with mutual respect and understanding of members to achieve synergy	Work collaboratively with multiple teams with mutual understanding and respect	Thorough knowledge of team dynamics and personal development	Work collaboratively with teams	Values individual differences and teamwork
		Share information and knowledge to enhance efficiency	Widely share information and guide team members to enhance their efficiency	Thorough knowledge on communication techniques and teamwork	Ability to share information	Values knowledge sharing
		Troubleshoot at basic levels to help colleagues and other staff	Willingness to assist peers and other staff to troubleshoot technical or system related issues when delivering digital government services	Thorough knowledge on technical troubleshooting related scope of work and personal development	Expertise to extend assistance to colleagues on basic technical troubleshooting	Exhibits cooperation
		Values leadership and innovativeness of co-workers	Recognize and appreciates leadership and innovative mindset of co-workers	Through understanding on personal development areas	Expertise to recognize leaders and innovative mindset of co-workers	Respects authority and values innovative mindset

Personal Development	Continuously engage in activities to develop oneself, specialized knowledge, and expertise	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	Take interest in self learning to acquire special skills and knowledge to efficiently execute digital government activities	Thorough knowledge on personal development	Expertise to acquire skills and knowledge through self-learning	Values self-learning
		Interest in self-development to support government policy to enhance services rendered to the citizens	Show personal interest to develop oneself in order to support the government policy of enhancing services rendered to citizens	Thorough knowledge on personal development	Ability to support government policy to enhance citizen services	Values self-development

11. Annexure 04

11.1 Overall Framework

<table>
<tr><th colspan="13">Overall Framework</th></tr>
<tr><th rowspan="2">Focus Area</th><th rowspan="2">Code</th><th rowspan="2">Competency Area</th><th rowspan="2">Code</th><th colspan="9">Competency</th></tr>
<tr><th>Top & 2nd Tier Management</th><th>Code</th><th>CDIO</th><th>Code</th><th>Middle & Junior Management</th><th>Code</th><th>Operational Staff</th><th>Code</th></tr>
<tr>
<td rowspan="3">ICT</td><td rowspan="3">IC</td><td rowspan="3">ICT in workplace</td><td rowspan="3">CA 01</td>
<td>Recognize the benefits of ICT for digital government transformation of public services</td><td>C1</td>
<td>Recognize the benefits of ICT for digital government transformation of public services</td><td>C1</td>
<td>Recognize the benefits of ICT for digital government transformation of public services</td><td>C1</td>
<td>Recognize the benefits of ICT for digital government transformation of public services</td><td>C1</td>
</tr>
<tr>
<td>Proactive awareness towards new ICT technologies in the modern world</td><td>C2</td>
<td>Proactive awareness towards new ICT technologies in the modern world</td><td>C2</td>
<td>Proactive awareness towards new ICT technologies in the modern world</td><td>C2</td>
<td>Proactive awareness towards new ICT technologies in the modern world</td><td>C2</td>
</tr>
<tr>
<td>Guide to developing ICT plans according to digital government strategy</td><td>C3</td>
<td>Develop ICT plans according to National ICT policy and achieve the objectives of the organizati</td><td>C4</td>
<td>Identification of digitalization needs</td><td>C5</td>
<td>Execute the ICT plan of the organization</td><td>C6</td>
</tr>
</table>

						on							
					Recognize the benefits of Digital Government transformation	C7	Recognize the benefits of Digital Government transformation	C7	Recognize the benefits of Digital Government transformation	C7	Recognize the benefits of Digital Government transformation	C7	
							Adopt innovation through digital modes	C8	Adopt innovation through digital modes	C8	Effectively use Internet and application programs for service delivery	C9	
							Awareness of legislations/ acts pertaining to the domain	C10	Be an avid practitioner of digital tools and technologies in the workplace	C11	Be an avid practitioner of digital tools and technologies in the workplace	C11	
							Functional skills for CDIO job profile extracted from National Skills Platform (WIP) - Specialist Advice - 6 - Enterpris	C12			Incident Management, Reporting, and Response	C13	

					e 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					
									Explore, identify, and suggest possibilities of innovative applications to enhance digital services	C14
									Configuration	C15

										management of IT resources	
			Information Management	**CA 02**	Recognize concepts of Information security, data protection, and privacy	C16	Recognize concepts of Information security, data protection, and privacy	C16	Recognize concepts of Information security, data protection, and privacy	C16	Recognize the concepts of information security, data protection, and privacy	C16
									Timely retrieval of information for effective service delivery	C17	Timely retrieval of information for effective service delivery	C17
											Maintain and store clear and accurate records	C18
											0	
			Managing Technological Interventions	**CA 03**			Comprehend information system architecture	C19				
							Initiate, and drive the organization toward adopting digital governm	C20				

					ent solutions							
					Identify, design, and adopt business process improvements	C21					
					Ensure alignment between business evolution and technology developments	C22					
					Enable interoperability, scalability, usability, and security of the IT infrastructure and systems of the organization	C23					
		Digital Citizenship	CA04	Digital Citizen Identity	C24	Digital Citizen Identity	C24	Digital Citizen Identity	C24	Digital Citizen Identity	C24
				Balanced Use of Technology	C25	Balanced Use of Technology	C25	Balanced Use of Technology	C25	Balanced Use of Technology	C25
				Behavioural Cyber-Risk Manage	C26	Behavioural Cyber-Risk Manage	C26	Behavioural Cyber-Risk	C26	Behavioural Cyber-Risk	C26

				ment		ment		Manage ment		Manage ment		
				Personal Cyber Security Manage ment	C2 7	Personal Cyber Security Manage ment	C2 7	Personal Cyber Security Manage ment	C2 7	Personal Cyber Security Manage ment	C2 7
				Digital Empathy	C2 8	Digital Empathy	C2 8	Digital Empathy	C2 8	Digital Empathy	C2 8
				Digital Footprint Manage ment	C2 9	Digital Footprint Manage ment	C2 9	Digital Footprint Manage ment	C2 9	Digital Footprint Manage ment	C2 9
				Media and Informati on Literacy	C30	Media and Informati on Literacy	C30	Media and Informati on Literacy	C30	Media and Informati on Literacy	C30
				Privacy Manage ment	C3 1	Privacy Manage ment	C3 1	Privacy Manage ment	C3 1	Privacy Manage ment	C3 1
Digital Govern ment	**DG**	**Project and Program Manage ment**	**CA 05**	Program manage ment of Digital Governm ent initiatives	C3 2	Project and Program managem ent of Digital Governm ent initiatives	C3 3	Project and Program manage ment of Digital Governm ent initiative s	C3 3		
				Identifyin g gaps and providing digital governm ent service provision s inline with institutio nal and national digital governm	C3 4	Recogniz e the service provision s in line with the institutio nal and national Digital Governm ent strategies	C3 5	Recogniz e the service provision s in line with the institutio nal and national Digital Governm ent strategie s	C3 5		

		ent strategy							
		Facilitate successful completion of digital government projects	C36	Facilitate successful completion and delivery of digital government projects	C37				
		Portfolio management of public services and identify priority areas for digital services	C38	Steer projects in Digital Government	C39				
Change Management	**CA 06**	Recognize and facilitate the required change	C40	An innovation mindset for organizational changes is needed to improve the organization's effectiveness	C41	Facilitate change management within the organization	C42	Adopt organizational change management	C43
		Champion digitally enables service delivery to citizens	C44	Champion digitally enables service delivery to citizens	C44	Champion digitally enables service delivery to	C44	Champion digitally enables service delivery to	C44

								citizens		citizens	
						Lead, initiate, and implement organizational change in institutional digital government transformation	C45				
						Identify and manage change requirements of organizational processes and solutions in digital transformation efforts	C46				
	Collaboration and Partnership	**CA 07**	Enhance intra-organizational collaboration	C47	Build alliances and achieve organizational milestones of digital government	C48	Build relationships among cross-departments and external stakeholders	C49	Build relationships among cross-departments and external stakeholders	C49
			Nurture collaboration with all partner	C50	Provide integrated government	C51	Receptive to diversity, and the need for	C52	Work effectively with others and	C53

				organizations		services through inter-organizational secure data sharing and shared services for Whole-of-Government concept		equity and fairness to bridge the digital divide		fostering cooperation	
				Foster diversity and inclusiveness	C54	Integrate relevant services within the organization across multiple digital government initiatives	C55	Integrate relevant services and facilitate data sharing across digital government initiatives	C56		
				Proper collaboration with all stakeholders and outsourced entities	C57	Proper collaboration with all stakeholders and outsourced entities	C57				
		Results Orientation	CA08	Leadership for achieving desired outcomes	C58	Achieve desired outcomes of relevant digital government	C59	Provide leadership for achieving desired outcomes of relevant	C60	Achieve the desired outcomes of the respective service deliverie	C61

					initiatives		digital governm ent initiative s at the departm ent level		s	
					Identify innovativ e approach es for sustained stakehold er satisfacti on	C6 2	Develop innovativ e approach es to deliver greater stakehold er satisfacti on	C6 3	Develop innovativ e approach es to deliver greater stakehol der satisfacti on	C6 3	Recogniz e expected results of the digital governm ent services and personal KPIs	C6 4
									Measure KPIs of the digital governm ent initiative s	C6 5		
			Quality Manage ment	CA 09	Strive to meet the highest quality of customer needs	C6 6	Be sensitive to the societal and economic expectati ons of digital governm ent interventi ons	C6 7	Be sensitive to the societal and economi c expectati ons of digital governm ent interven tions	C6 7	Be sensitive to customer needs and requirem ents	C6 8
					Recogniz e the delivery chain and its elements	C6 9	Ensure that the digital governm ent solutions	C7 0	Ensure that the digital governm ent solutions	C7 0	Recogniz e the delivery chain and its elements	C7 1

					meet the changing stakeholder expectations & customer satisfaction, and technological enhancements		meet the changing stakeholder expectations & customer satisfaction, and technological enhancements		in the departments	
					Manage the quality, of service delivery through digital means for citizen interaction	C72	Manage the quality, of service delivery through digital means for citizen interaction	C72	Suggest digital improvements to enhance the quality of service delivery	C73
					Continues digital improvements to enhance the quality of service delivery	C74	Continues digital improvements to enhance the quality of service delivery	C74		
					Manage Quality Service in Digital Government initiatives	C75				
	Digital Government Leadership	**CA 10**	Comprehensive understanding of national	C76						

				digital transformation strategy							
				Be sensitive to global Digital Government developments and trends	C77						
				Transform the organization to the next maturity level by collaborating with CDIO	C78						
				Facilitate the formulation of digital government strategies for the organizations	C79						
		Digital Transformation strategy Adoption	CA 11			Drive digital government transformation in the organization	C80				
						Manage physical resources	C81				

					and infrastructure in a Digital Government setting						
					Manage and mitigate risk ensuring disaster recovery and business continuity	C82					
					Transform the organization to the next digital maturity level with the knowledge of the global Digital Government developments trends	C83					
					Knowledge of digital governance in an enterprise setting	C84					
	Execute digital government	**CA 12**			Conduct and manage procurem	C85	Knowledge of the national digital	C86	Recognize the legal framewo	C87

		initiatives				ent related to digital government		transfor mation plan		rk for digital Governm ent in Sri Lanka	
						Determin e the modality of delivering the solution. (such as outsourci ng, multisour ce, etc.)	C8 8	Recogniz e digital services provided by the organizat ion and the involvem ent of the unit	C8 9	Provide effective service delivery at customer touch points	C9 0
						Manage outsourci ng and vendor managem ent	C9 1	Awarene ss of the CDIO program and CDIO concept in the impleme ntation of digital governm ent initiative s	C9 2	Awarene ss of the CDIO program and CDIO concept in the impleme ntation of digital governm ent initiative s	C9 2
						Manage multi- channel service delivery in the organizati on	C9 3	Manage multi- channel service delivery in the organizat ion	C9 3	Recogniz e multi- channel service delivery in the organizat ion	C9 4
								Recogniz e the current status of the digital maturity of the	C9 5	Knowled ge of the national digital transfor mation plan	C9 6

									organizat ion			
									Awarene ss of distinctiv e features of ICT procure ment	C9 7	Deliver digital governm ent services upholdin g public service values	C9 8
									Contribu te to the develop ment of operatio nal policies and procedur es	C9 9	Be positive towards Citizen centric and citizen- friendly service delivery	C1 00
									Assist in aligning departm ental plans with the organizat ional/ strategy and action plans	C1 01	Exercise delegate d authority	C1 02
									Provide leadershi p and guidance for the departm ent to understa nd and impleme nt action plans	C1 03		
Manag	**M N**	**Organiza tional**	**CA 13**	Facilitate alignmen	C1 04							

ement		Leadersh ip		t between the digital strategy and the organizati onal goals									
				Inspire, motivate, and guide toward Digital Governm ent	C1 05								
				Evaluate anticipat ed outcomes	C1 06								
				Manage and lead the formulati on, impleme ntation, and control of action plans with a digital service mindset	C1 07								
		Commun ication	CA 14	Conceptu alize consultati ve stakehold er communi cation	C1 08	Conceptu alize consultati ve stakehold er communi cation	C1 08	Promote awarene ss about the governm ent's digital transfor mation initiative s	C1 09	Promote awarene ss about the governm ent's digital transfor mation initiative s	C1 09

Establish a shared digital vision for the organization	C1 10	Inspire others to understand the purpose and strategic direction of a digital government	C1 11	Timely escalation of any blockers and impediments to the next levels with suggestions	C1 12	Timely escalation of any blockers and impediments to the next levels with suggestions	C1 12
Ensure increased usage of digital means in communication	C1 13	Ensure increased usage of digital means in communication	C1 13	Ensure increased usage of digital means in communication	C1 13	Ensure increased usage of digital means in communication	C1 13
Positive perception toward feedback	C1 14	Positive perception toward feedback	C1 14	Positive perception toward feedback	C1 14	Positive perception toward feedback	C1 14
Strategic communication toward maximized digital adoption	C1 15	Inspire, motivate, and guide toward digital transformation success	C1 16	Inspire, motivate, and guide others in the department toward digital transformation success	C1 17		
		Effective dissemination of information and guidance towards maximizing digitalizat	C1 18	0		

				ion efforts.					
				Maintain credibility among superiors, peers, and subordinates	C119				
	Workplace Management	**CA15**	Remove impediments when delivering digital government services	C120	Recognize impediments when delivering digital government services	C120	Recognize impediments when delivering digital government services	C120	Recognize impediments when delivering digital government services	C120
			Champion the benefits of digital services to citizens among employees	C121	Champion the benefits of digital services to citizens among employees	C121	Champion the benefits of digital services to citizens among employees	C121	Champion the benefits of digital services to citizens amongst peers	C121
			Build trust and create an open collaborative work environment	C122	Create an open collaborative work environment	C123	Create an open collaborative work environment	C123		
	Decision Making	**CA16**	Facilitate the decision-making process	C124	Facilitate the decision-making process	C124	Facilitate the decision-making process	C124		

				Identify early symptoms of resistance to change and develop strategies to manage the same	C125	Identify early symptoms of resistance to change and develop strategies to manage the same	C125	Identify early symptoms of resistance to change and assist to develop strategies to manage the same	C125		
				Provide clear and unambiguous decisions and guidance / empowerment for decision making	C126	Accountability in decision making	C127	Accountability in decision making	C127		
				Data-driven decision making	C128	Data-driven decision making	C128	Data-driven decision making	C128		
				Recognize principles of good governance	C129	Recognize principles of good governance	C129	Evaluate alternative solutions, impacts, and risks, and adopt the most effective solution	C130		
				0		Transparent decisions	C131				
						Participatory	C132				

						decision making				
				Recognize the strategic importance of human talent	C133	Recognize the importance of Human Talent	C133	Effective utilization of developed human resources	C134	
Capacity Building	**CA 17**			Create an innovative knowledge-driven organization with digital technologies	C135	Create an innovative knowledge-driven organization with digital technologies	C135	Help determine fair/optimum balance between technological and non-technological capacity requirements of the department/ unit	C136	
				Recognize the importance of continuous learning in a digital environment	C137	Recognize the importance of continuous learning in a digital environment	C137			
				Adopt Human Resource Development best practices in the digital	C138	Conduct Training Need Analysis (TNA), benchmark, and build the required	C139			

			government environment		competencies of all staff							
			Assessment and timely intervention in providing the required competencies	C140	Assist ICTA in its efforts to identify a diverse blend of capabilities and skills to meet current and future digitalization efforts	C141						
			Align the HR strategy with the overall digital strategic plan of the organization	C142								
	Stakeholder Management	**CA 18**	Conflict management	C143	Conflict management	C143	Conflict Management	C143	Conflict Management	C143		
			Actively promote the impact of digital service delivery to citizens, among employees	C144	Actively promote the impact of digital service delivery to citizens, among employees	C144	Actively promote the impact of digital service delivery to citizens, among employees	C144	Actively promote the impact of digital service delivery to citizens, among peers	C144		

				Empathetic mindset toward user experience	C145	Empathetic mindset toward user experience	C145	Empathetic mindset toward user experience	C145	Empathetic mindset toward user experience	C145
				Empower and delegate responsibilities	C146	Empower and delegate responsibilities	C146	Empower and delegate responsibilities	C146	Assist to build a collaborative working environment for the teams	C147
				Citizen orientation and customer focus	C148	Citizen orientation and customer focus	C148	Citizen orientation and customer focus	C148	Citizen orientation and customer focus	C148
								Build a collaborative working environment for the teams	C149		
		Performance Management	**CA 19**	Adopt performance-based evaluation and reward mechanism	C150	Identify reskilling and upskilling requirements where relevant	C151	Identify reskilling and upskilling requirements where relevant	C151		
				Groom successors toward sustainable digital leadership	C152	Develop successors to sustain digital government initiatives	C153	Develop HRD plans at the department level	C154		

							Foster integration and teamwork at all levels of staff in Digital Government activities	C155	Foster integration and teamwork of staff to improve team spirit and synergy effect	C156		
							Provide consultative support to develop an HR plan for the organizational digital transformational strategy	C157	Promote organizational learning and experience toward the effective delivery of public services	C158		
							Assess and improve the performance of the staff towards the implementation of Digital Government initiatives	C159	Assess and improve the performance of the staff towards the implementation of Digital Government initiatives	C159		
							Adopt knowledge management	C160				

				practices to promote organizational learning					
				Build competent teams to deliver expected results	C161				
	Teamwork	**CA 20**		Work in teams with mutual respect and understanding of members to achieve synergy	C162	Work in teams with mutual respect and understanding of members to achieve synergy	C162	Work in teams with mutual respect and understanding of members to achieve synergy	C162
				Share information and knowledge to enhance efficiency	C163	Share information and knowledge to enhance efficiency	C163	Share information and knowledge to enhance efficiency	C163
								Troubleshoot at basic levels to help colleagues and other staff	C164
								Values leadership and innovativeness of co-	C165

								workers	
	Personal Development	**CA 21**	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	C1 66	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	C1 66	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	C1 66	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities	C1 66
			Interest in self-development to support government policy to enhance services rendered to the citizens	C1 67	Interest in self-development to support government policy to enhance services rendered to the citizens	C1 67	Interest in self-development to support government policy to enhance services rendered to the citizens	C1 67	Interest in self-development to support government policy to enhance services rendered to the citizens	C1 67
	Institutional digital transformation	**CA 22**			Strategic positioning of the organization in the national digital vision/roadmap.	C1 68				
					Formulate institutional digital transformation strategy and road	C1 69				

						map aligned with organizational corporate vision					
						Inspire, motivate, and guide the organization toward Digital Government	C1 70				
						Recognize and adopt results-oriented management principles and application of M&E	C1 71				
						Consultative support to integrate digital enhancements to organizational strategic plans	C1 72				
						General Management	C1 73				