



Competency Profile: Information Technology Manager

Ontario Network of Employment Skills
Training Projects (ONESTEP)



IT Manager

How to Use This Tool:

This tool is not intended to be used in its entirety. Rather, its purpose is to provide a framework for developing a competency model that is customized to the unique needs of your organization. As you review the tool, select only those functions / requirements / competencies / skills and abilities that are relevant to the particular position you are reviewing, keeping in mind the position as it actually exists in your organization.

This document outlines competencies and corresponding skills and abilities for the IT Manager position. A competency model outlines the desired behaviours required to perform a job well and how these behaviours may be observable on the job.

Possible uses for this tool:

You may find this tool useful when:

- Creating a job description
- Recruiting, interviewing and hiring new candidates
- Appraising the performance of employees
- Identifying staff training and development needs

COMPETENCY MODEL: IT Manager

| A. WORKING WITH TOOLS & TECHNOLOGY | Skills & Abilities | Demonstrated Behaviour |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>A1. Demonstrates an interest in learning about new and emerging tools and technologies</p> <p>A2. Identifies sources of information concerning state-of-the-art tools, equipment, materials, technologies and methodologies</p> <p>A3. Seeks out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity</p> <p>A4. Performs routine maintenance on tools, technology and equipment</p> <p>A5. Determines causes of operating errors and decides what to do about them</p> <p>A6. Troubleshoots maintenance problems in accordance with established procedures</p> <p>A7. Identifies, selects, and applies tools or technological solutions appropriate to the task at hand (e.g., uses statistical tools to show reliability of data)</p> | <p>Gets involved with professional development on a regular basis</p> <p>Regularly researches new technologies</p> <p>Links technology to increased performance</p> <p>Routinely maintains the effectiveness of available technology</p> <p>Troubleshoots effectively</p> <p>Aligns problems with policies and procedures</p> <p>Implements a wide range of approaches to dealing with various situations</p> |

| B. PROFESSIONALISM | | |
|---------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| | Skills & Abilities | Demonstrated Behaviour |
| B1. | Demonstrates self-control by maintaining composure and keeping emotions in check even in very difficult situations | Keeps to the facts and respects others' feelings when dealing with difficult situations |
| B2. | Deals calmly and effectively with stressful situations | Handles conflict well |
| B3. | Dresses appropriately | Wears appropriate dress for agency environment |
| B4. | Projects a professional image of oneself and the organization | Maintains a level of focus and professionalism |
| B5. | Demonstrates a positive attitude towards work | Deals effectively with negative situations |
| B6. | Takes pride in one's work and the work of the organization | Promotes the value of what the agency offers |

| C. COMMUNICATION – LISTENING & SPEAKING | Skills & Abilities | Demonstrated Behaviour |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| | C1. Expresses information to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial) | Communicates technical information at a level that can easily be understood by the audience |
| | C2. Organizes information in a logical manner | Clearly states information and its relevance |
| | C3. Practises meaningful two-way communication (i.e., speaks clearly, pays close attention and seeks to understand others, listens attentively and clarifies information) | Can talk through a difficult situation and reach a positive outcome |
| | C4. Persuasively presents thoughts and ideas | Is able to conduct presentations that get “buy-in” |

| D. CRITICAL & ANALYTIC THINKING | Skills & Abilities | Demonstrated Behaviour |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| | D1. Possesses sufficient inductive and deductive reasoning ability to perform job successfully | Can analyze a situation to perform at an effective level |
| | D2. Critically reviews, analyzes, synthesizes, compares and interprets information | Easily summarizes the situation and acts accordingly |
| | D3. Draws conclusions from relevant and/or missing information | Develops a plausible plan with little information |
| | D4. Understands the principles underlying the relationship among facts and applies this understanding when solving problems | Uses facts to develop a rationale to deal with problems |
| | D5. Identifies connections between issues | Links one problem to another |
| | D6. Shifts gears and changes direction when working on multiple projects or issues | Can manage a challenging and multifaceted work load |

| E. PROBLEM SOLVING & DECISION-MAKING | Skills & Abilities | Demonstrated Behaviour |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| | E1. Anticipates or recognizes the existence of a problem! | Spots a problem early |
| | E2. Identifies the true nature of the problem by analyzing its component parts | Compartmentalizes problems |
| | E3. Uses all available reference systems to locate and obtain information relevant to the problem | Easily identifies resources to solve a problem |
| | E4. Recalls previously learned information that is relevant to the problem | Uses past experiences to deal with difficult problems |
| | E5. Effectively uses both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., Internet search engines) to locate and gather information | Leverages available resources to solve problems |
| | E6. Examines information obtained for relevance and completeness | Determines relevance of gathered information |
| | E7. Integrates previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem | Seeks feedback for problem solving |
| | E8. Decisively chooses the best solution after contemplating available approaches to the problem | Narrows down possible solutions and implements the one that works best |
| | E9. Commits to a solution in a timely manner | Makes decisions quickly to solve a problem |

| F. INTERPERSONAL SKILLS & TEAMWORK | Skills & Abilities | Demonstrated Behaviour |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| | F1. Recognizes and accurately interprets the verbal and nonverbal behaviour of others | Recognizes when staff are frustrated |
| | F2. Interacts appropriately and respectfully with directors and coworkers | Works collaboratively |
| | F3. Uses appropriate strategies and solutions for dealing with conflicts and differences to maintain a smooth workflow | Effectively reduces or deals with conflict |
| | F4. Maintains open lines of communication with others | Is open to discussing issues with others |
| | F5. Demonstrates sensitivity and respect for the opinions, perspectives, customs and individual differences of others | Demonstrates flexibility when dealing with highly stressed situations with staff |
| | F6. Listens to and considers others' viewpoints and alters opinion when it is appropriate to do so | Is flexible when dealing with staff |
| | F7. Takes action to learn about and understand the climate, orientation, needs and values of staff | Listens before casting judgment |