Records Management Competency Profiles

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Alberta

GOVERNMENT OF ALBERTA

Contents

1.
Introduction

This document outlines the competencies and skills required of records management professionals in the Government of Alberta (GOA). The Association of Records Managers and Administrators (ARMA) defines a competency as:

"the demonstrated capability to perform a task or a range of tasks, or to fulfil duties and responsibilities according to established standards."[1]

This document is derived from the records and information management competency profiles developed by the National Archives of Canada (NAC)[2]. It differs from the NAC profiles in terms of context, detail and scope. By necessity, the profiles had to be customized to the requirements of the Government of Alberta. This document also departs from the NAC profiles in that it limits itself in scope to records management and the type of work that records management specialists do in the Government of Alberta, whereas the NAC profile includes tasks like developing databases, web sites and networks, which are not currently within the scope of records management in the GOA.

The general competency profiles (i.e. business and management, interpersonal and personal skills) in this document complement and supplement the Alberta Public Service Competencies[3] developed by the Personnel Administration Office. The general competencies (referred to as "skills" in the NAC profiles) in this document are those required by records management specialists to perform the technical records management competencies.

The technical competencies in this document also are compatible with the International Records Management Standard (ISO 15489-1).[4]

Structure of the Competency Profiles

The structure, format and details of the competency profiles contained in this document are adapted from that of the National Archives of Canada competency profiles. The competencies and skills outlined in the profiles include up to four levels of detail: *Competencies,* which are subdivided into *Tasks*, which are subdivided into *Sub-Tasks*, which are subdivided further into *Actions*.

The competencies are listed under main headings A through J and describe the major responsibilities or skill sets of records management specialists. Technical competencies are reflected in sections A through G. General competencies, the personal, interpersonal, business and management skills

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[1] RIM Industry Competency Requirements: A Baseline for Education. ARMA International, Lenexa, KS, 2000. p.5

[2] Information and Records Management Competency Profile. Office of Government Records, National Archives of Canada. April 2000

[3] Alberta Public Service Competencies. Personnel Administration Office. March 2000.

[4] Information and Documentation – Records Management. ISO, Geneva, 2001.

considered to be necessary for carrying out the technical competencies, are listed in sections H through J. The technical and general competencies are listed below:

Technical Competencies:

A.   Provide Records Management Programs and Services
B   Capture Records
C.   Organize and Describe Records
D.   Provide Access to Records
E.   Store and Protect Records
F.   Dispose of Records
G.   Provide Electronic Records/Document Management Services

GENERAL COMPETENCIES:

H.   Demonstrate Business and Management Skills
I.   Demonstrate Interpersonal Skills
Demonstrate Personal Skills

* See descriptions on pages 4 - 5

Tasks (or Elements) are listed under the Competencies as A1, A2, etc. Tasks and Competencies are identified in behavioural terms and thus begin with an action verb depicting the applied behaviour.

Sub-Tasks (or Sub-Elements) are listed under Tasks as A1.1, A1.2, etc. A Sub-Task is an intermediate step between the whole task and the detailed actions associated with the actual performance of a given task. The Sub-Tasks are not identified in a manner that describes a workflow.

Actions (or Performance Indicators) are listed under each Sub-Task as A1.1.1, A1.1.2, etc and are a non-exhaustive series of certain critical steps that should be taken when performing a given Sub-Task.

Occupational Categories

Records management specialists have been divided into four specific occupational categories in these profiles. The groups were determined on the basis of the levels of duties and responsibilities. The groups are similar to those outlined in the NAC competency profiles but reflect the Government of Alberta environment. The four groups identified are:

- **Entry Level** – performs routine tasks related to the maintenance of records
- **Technicians** – performs more complex technical tasks related to the maintenance of records
- **Analysts –** designs and implements records systems and practices
- **Managers –** manages organizational records management programs and/or large recordkeeping operations

Uses for the Competency Profiles

The competency profiles have several potential applications:

The first is to aid in the recruitment and classification of current, and future records management specialists. The profiles indicate the range of competencies and skills required to work in the records management discipline, thereby allowing for consistent job descriptions and classification levels, and the recruitment of qualified staff.

The second application is to serve as a baseline for the acquisition and/or development of corresponding training.

The competency profiles can also be used by individuals to self-evaluate their own skills and determine areas where they should pursue additional training.

The competency profiles are not intended for use in determining roles and responsibilities related to the delivery of records management services.

Competency Level Ratings

The tables included in this document depict the technical and general competencies divided by occupational category, and rated according to a scale. The ratings are intended to demonstrate the level of competence required by each occupational category. The ratings shown are preliminary only. They have not been vetted outside the Information Management Branch.

The Government of Alberta adopted the rating scale used in the National Archives of Canada competency profiles:

0 = No awareness or skill required
1 = Awareness and understanding only
2 = Can do with assistance
3 = Skilled, no supervision required
4 = Advanced, can lead and review work of others
5 = Can plan work of others

An important difference between the Government of Alberta competency profiles and the National Archives of Canada competency profiles is that the GOA profiles were rated at the Sub-Task rather than the Task level. This was done to reflect the fact that in the Government of Alberta, more than one occupational category is often involved in the performance of records management tasks.

Review and Update of Competency Profiles

The Information Management Branch plans to implement a process whereby the records management community in the GOA can continuously review and update these competency profiles in light of projects and initiatives to develop new records management methodologies and processes, especially involving the management of electronic records and other aspects of the application of information technology to recordkeeping.

2.
Descriptions of Technical Competencies

Provide Records Management Programs and Services

Organizations need accurate and reliable records to support business and program delivery. This competency describes the tasks and sub-tasks that must be mastered to plan, design, implement and maintain records management programs and services. Specialists in records management programs establish a mandate and identify the users to whom services will be directed. Policies, procedures and standards are developed to support organizational goals and objectives.

The mandate, supported by documented policies and procedures must be in place before further activities are undertaken within the organizational framework. To support the mandate, new programs and services are developed and implemented, existing programs and services are reviewed and updated as required and programs and services are marketed. Recordkeeping principles are established and communicated throughout the organization, and users are guided and coached on recordkeeping, and use of programs and services. Ongoing maintenance of the recordkeeping infrastructure ensures that the changing work place, changes in technology and user needs are addressed on an ongoing basis.

Capture Records

This competency describes the tasks and sub-tasks that must be mastered to support the processes of capturing, collecting and receiving records from internal and external sources. Records are not static. There is a continual process of identifying, adding to and updating records, either through acquiring, capturing or otherwise bringing records into the physical or intellectual control of the organization.

Organize and Describe Records

One of the major functions of records management is to organize and describe records so that they are available to users. This competency describes the tasks and sub-tasks that must be mastered to design, and apply classification schemes that ensure consistent methods of organizing records and creating descriptive records, and metadata. Intellectual access to records provides users with the ability to use them effectively. Without a framework to access records, they would be inaccessible to users and, therefore, would be worthless.

Provide Access to Records

Users require access to records on site or remotely and use descriptive tools to gain access to those records. This competency describes the tasks and sub-tasks that must be mastered to provide access to records, including retrieval, reference, and advisory services. Every records management program provides some type of access services that require specialists to interact with users, respond to their requests, anticipate their needs and generally apply intellectual reasoning, and interpretation to the tasks at hand. Also described are skills needed to capture details about users and to provide physical

access to records. This section also describes the skills required to provide orientation to users on how to use the facilities and services, and to advise management on such legal issues as access to information and privacy, copyright and other information related issues.

Store and Protect Records

This competency describes the tasks and sub-tasks that must be mastered to store, protect and preserve records. Records must be stored and protected so that they are available, understandable and useable for those who require access to them. Failure to store and protect records could result in their loss and an inability to service the needs of users. This section also describes the skills required to design storage facilities and solutions, develop business resumption plans for records, implement preservation techniques and design security systems for both physical storage facilities, and electronic records repositories.

Dispose of Records

This competency describes the tasks and sub-tasks that must be mastered to undertake records retention and disposition processes, including the determination of how long records need to be kept to meet business needs and which records should be transferred to the Provincial Archives of Alberta, and which should destroyed. Retention and disposition activities ensure that records no longer required for current business operations are disposed of in an orderly fashion.

Provide Electronic Records/Document Management Services

Information technology has had an enormous impact on records management programs, whether it is electronic recordkeeping, electronic access or electronic communications. Acquiring, creating and maintaining electronic records/document management systems are now a significant component of records management.

Given the speed with which technology is changing the workplace, providing electronic records/document management services to users is critical. If records management specialists do not have the competencies and skills to deal with electronic records, they will be unable to address electronic records management issues and meet user needs.

3.
Records Management Competency Profiles

Rating Scale: 0 = No awareness or skill
1 = Awareness and understanding only
2 = Can do with assistance
3 = Skilled, no supervision required
4 = Advanced, can lead and review work of others
5 = Can plan work of others

Competency/Task/Sub-Task/Action	ENTRY LEVEL	TECHNICIAN	ANALYST	MANAGER
A. PROVIDE RECORDS MANAGEMENT PROGRAMS AND SERVICES (Competency)				
A1. **Establish records management programs and services (Task)**				
A1.1 **Identify organization recordkeeping requirements (Sub-Task)** A1.1.1 Define audience (Action) A1.1.2 Analyze recordkeeping needs of organization A1.1.3 Identify gaps	0	1	3	5
A1.2 **Develop records management strategic plan** A1.2.1 Define mechanisms for program and service development A1.2.2 Define required resources A1.2.3 Develop strategy for acquiring resources A1.2.4 Obtain support and commitment of clients, partners and senior management	0	1	2	5
A1.3 **Design records management programs and services** A1.3.1 Define mandate A1.3.2 Develop practical solutions to recordkeeping requirements	0	1	2	5

			1	2	4	5
A1.4	**Market records management programs and services**		1	2	4	5
	A1.4.1	Develop and implement promotional and marketing strategy				
	A1.4.2	Network with groups and individuals				
	A1.4.3	Promote importance of recordkeeping				
	A1.4.4	Promote records as an information resource				
	A1.4.5	Promote records management as an instrument to help meet accountability requirements				
	A1.4.6	Inspire confidence in the system's reliability				
A1.5	**Implement records management programs and services**		0	1	3	5
	A1.5.1	Establish operating procedures				
	A1.5.2	Design and implement service agreements				
	A1.5.3	Secure required resources				
A1.6	**Evaluate records management programs and services**		0	1	3	5
	A1.6.1	Establish criteria				
	A1.6.2	Collect data				
	A1.6.3	Analyze data				
	A1.6.4	Prepare and submit recommendations				
A1.7	**Renew records management programs and services**		0	1	3	5
	A1.7.1	Keep abreast of trends in records management programs and services				
	A1.7.2	Update programs and services				
A2.	**Advise organization on recordkeeping**					
A2.1	**Raise awareness about the importance of recordkeeping**		0	1	3	5
	A2.1.1	Advise organization on recordkeeping responsibilities				
	A2.1.2	Ensure recordkeeping is component of strategic and operational plans				
	A2.1.3	Advise users how to meet their recordkeeping requirements				
	A2.1.4	Chair and participate in organizational committees to raise and address recordkeeping issues				
	A2.1.5	Work with members of other information-related disciplines				

	A2.1.6	Work with lawyers to ensure recordkeeping practices support legal requirements				
A2.2	**Advise on legislation and policy issues related to records management**		0	1	3	5
	A2.2.1	Interpret legislation, policy, standards				
	A2.2.2	Contribute to the development of legislation, policy, standards				
	A2.2.3	Identify information law and policy issues such as privacy, right to access, etc.				
	A2.2.4	Prepare and submit recommendations				
	A2.2.5	Write, promulgate and monitor organizational policies				
A2.3	**Advise on emerging information-related developments, trends and issues**		0	1	3	5
	A2.3.1	Keep up-to-date with developments, trends and issues in records and information management				
	A2.3.2	Identify emerging information technology trends and issues				
	A2.3.3	Work with information systems designers to include recordkeeping requirements in systems design				
	A2.3.4	Advise on relevance and applicability of emerging trends and issues				
	A2.3.5	Identify recordkeeping aspects of emerging trends and issues				
	A2.3.6	Prepare and submit recommendations				
A2.4	**Advise on technical issues related to records management**					
	A2.4.1	Keep up-to-date with current information management and information technology concepts and practices				
	A2.4.2	Apply generally accepted recordkeeping practices				
	A2.4.3	Research business functions and activities of government, and organization				
A2.4	**Advise on technical issues related to records management**		0	2	4	5
	A2.4.1	Keep up-to-date with current information management and information technology concepts and practices				
	A2.4.2	Apply generally accepted recordkeeping practices				
	A2.4.3	Research business functions and activities of government, and organization				

	A2.4.4	Research organization processes and how different organization working groups interact				
	A2.4.5	Research the accountability needs of organization				
	A2.4.6	Advise on what types of records need to be captured				
	A2.4.7	Ensure that recordkeeping requirements are built into the design of business applications, work processes and management functions				
A2.5	**Resolve records management issues**		1	3	4	5
	A2.5.1	Find common solutions across the organization, thus avoiding "stove-pipe" recordkeeping				
	A2.5.2	Incorporate recordkeeping in daily operations of organization				
A2.6	**Develop rules for recordkeeping**		0	1	3	5
	A2.6.1	Develop and contribute to policies for what records need to be captured based on the business needs of the organization				
	A2.6.2	Develop and contribute to procedures, standards, practices for the identification, description, classification, organization, storage, protection, retention and disposition of records				
	A2.6.3	Ensure that recordkeeping rules are reflected in the plans, tools and techniques used to develop, implement, evaluate and audit the organization's programs and services				
A2.7	**Liaise with senior management, clients, peers and the community**		1	3	4	5
	A2.7.1	Develop relationships and communications channels				
	A2.7.2	Encourage management support for recordkeeping activities				
	A2.7.3	Represent the organization in the records management community				
	A2.7.4	Share expertise, lessons learned and ideas for improvements				
	A2.7.5	Chair and participate in interorganizational committees and working groups				
A2.8	**Coach user community**		1	3	4	5
	A2.8.1	Guide users on effective recordkeeping practices				
	A2.8.2	Work with users to interpret needs into the functionality of the system and practices				
	A2.8.3	Monitor recordkeeping activities of users				

	A2.8.4	Certify users as compliant with recordkeeping practices				
A2.9		**Provide user instruction and orientation**	1	3	4	5
	A2.9.1	Assess needs				
	A2.9.2	Determine scope of instruction				
	A2.9.3	Determine audience				
	A2.9.4	Develop instruction and orientation tools				
	A2.9.5	Deliver instruction and orientation				
	A2.9.6	Reserve facilities, equipment, teaching aids				
	A2.9.7	Provide outlines and materials				
	A2.9.8	Evaluate instruction and orientation				
B. CAPTURE RECORDS						
B1.		**Provide recordkeeping system**				
B1.1		**Create recordkeeping system**	0	1	3	5
	B1.1.1	Assess needs				
	B1.1.2	Determine requirements for recordkeeping system				
	B1.1.3	Determine requirements to capture records of transactions within system				
	B1.1.4	Identify and evaluate options				
	B1.1.5	Select recordkeeping system				
	B1.1.6	Implement recordkeeping system				
	B1.1.7	Convert manual/semi-electronic systems to fully automated systems				
	B1.1.8	Test recordkeeping system				
B.1.2		**Maintain recordkeeping systems**	1	3	4	5
	B1.2.1	Evaluate recordkeeping system				
	B1.2.2	Revise and update recordkeeping system				
B1.3		**Collect, create and receive records**	2	4	5	5
	B1.3.1	Identify what a record is and is not				
	B1.3.2	Identify clients, creators and holders				
	B1.3.3	Identify records and transactions which need to be captured				
	B1.3.4	Capture and enter records and transactions in recordkeeping system				
	B1.3.5	Process information and records				

	B1.3.6 Maintain audit trails					
B2.	**Conduct records surveys**					
	B2.1 Develop survey plan to collect data on records	1	2	4	5
	B2.1.1 Determine needs and scope B2.1.2 Obtain approvals to proceed B2.1.3 Identify survey areas B2.1.4 Determine time frame B2.1.5 Establish procedures B2.1.6 Design or acquire data gathering tools				
	B2.2 Gather data	1	2	4	5
	B2.2.1 Interview information and records owners and users B2.2.2 Study organizational mandate and structure B2.2.3 Research functional areas B2.2.4 Review business processes B2.2.5 Research legislative and regulatory requirements B2.2.6 Research organizational policy and requirements B2.2.7 Review records of functional areas				
	B2.3 Compile survey results	0	1	3	5
	B2.3.1 Analyze survey data B2.3.2 Evaluate survey data B2.3.3 Prepare data and business models B2.3.4 Prepare and submit report and recommendations				
	B2.4 Implement survey recommendations	0	1	3	5
	B2.4.1 Communicate approved recommendations B2.4.2 Carry out approved recommendation B2.4.3 Evaluate implementation and project				
C. ORGANIZE AND DESCRIBE RECORDS						
C1.	**Provide organization and description capabilities**					
	C1.1 Create organization and description component of recordkeeping system	0	1	3	5

C1.1.1   Assess needs
C1.1.2   Determine requirements for organization and description
C1.1.3   Identify and evaluate options
C1.1.4   Select organization and description component
C1.1.5   Implement organization and description component
C1.1.6   Test organization and description component

C2. **Create classification schemes**				
C2.1 **Determine hierarchy and categories**	1	2	4	5
C2.1.1 Assess needs C2.1.2 Research options C2.1.3 Use data gathered during survey C2.1.4 Design hierarchies and categories C2.1.5 Negotiate design with clients C2.1.6 Develop scope notes and descriptors C2.1.7 Design coding methodology C2.1.8 Assign codes				
C2.2 **Create thesauri and authority files**	1	2	4	5
C2.2.1 Identify terminology C2.2.2 Identify cross-references				
C2.3 **Create indexes**	1	3	4	5
C2.4 **Document classification schemes**	1	3	4	5
C3. **Create or derive descriptive records and metadata**				
C3.1 **Design or adopt metadata elements**	0	2	4	5
C3.1.1 Assess requirements C3.1.2 Research existing metadata standards C3.1.3 Develop or apply required metadata elements C3.1.4 Incorporate metadata elements into recordkeeping system				

C3.2	**Create descriptions for content, context and format**	0	2	4	5
	C3.2.1　　Assess content, context and format C3.2.2　　Complete metadata fields C3.2.3　　Ensure metadata is attached to information and records				
C4.	**Apply classification**				
C4.1	**Assign classification**	2	3	4	5
	C4.1.1　　Identify record content C4.1.2　　Select classification C4.1.3　　Apply classification to record C4.1.4　　Verify classification on pre-classified records and 　　　　　　recommend changes				
C4.2	**Arrange information according to classification system**	3	4	5	5
	C4.2.1　　Create files and volumes C4.2.2　　File records C4.2.3　　Interfile records C4.2.4　　Incorporate or devolve records when programs change C4.2.5　　Maintain statistics and audit trails				
C4.3	**Update thesauri and authority files**	2	3	4	5
C5.	**Maintain classification schemes**				
C5.1	**Determine strengths and weaknesses**	1	3	4	5
	C5.1.1　　Consult with users C5.1.2　　 Review classification scheme				
C5.2	**Revise classification schemes**	1	3	4	5
	C5.2.1　　Develop revision plan C5.2.2　　Implement revision plan C5.2.3　　Create new categories, files and volumes				

D.	PROVIDE ACCESS TO RECORDS				
D1.	**Provide access and retrieval capabilities**				
	D1.1 Create access and retrieval component of recordkeeping system	0	1	3	5
	D1.1.1 Assess needs D1.1.2 Determine requirements for access and retrieval D1.1.3 Identify and evaluate options D1.1.4 Select access and retrieval component D1.1.5 Implement access and retrieval component D1.1.6 Test access and retrieval component				
D2.	**Manage user data**				
	D2.1 Register users	2	4	5	5
	D2.1.1 Collect data D2.1.2 Verify information D2.1.3 Determine access rights D2.1.4 Input data				
	D2.2 Issue user identification				
	D2.2.1 Deliver ID				
	D2.3 Maintain user data	2	4	5	5
	D2.3.1 Monitor user database D2.3.2 Update user database D2.3.3 Gather user statistics D2.3.4 Analyze user data D2.3.5 Maintain statistics and audit trails				
D3.	**Provide retrieval services**				
	D3.1 Analyze retrieval request	2	3	5	5

	D3.1.1	Determine scope of request				
D3.2	**Identify records to be retrieved**		3	4	5	5
	D3.2.1	Search indexes				
	D3.2.2	Select records to be retrieved, from indexes				
	D3.2.3	Determine location of records to be retrieved				
D3.3	**Retrieve and charge out records**		3	4	5	5
	D3.3.1	Locate and select records from recordkeeping system				
	D3.3.2	Charge out records				
	D3.3.3	Deliver records to user				
D3.5	**Monitor charged out records in use**		3	4	5	5
	D3.5.1	Track files and records (who has records, when)				
	D3.5.2	Operate recall system				
	D3.5.3	Maintain statistics and audit trails				
D3.7	**Process returned records**		3	4	5	5
	D3.7.1	Receive records from users				
	D3.7.2	Charge in records				
E.	**STORE AND PROTECT RECORDS**					
E1.	**Provide storage and protection capabilities**					
E1.1	**Create storage and protection component of recordkeeping system**		0	1	3	5
	E1.1.1	Assess needs				
	E1.1.2	Determine requirements for storage and protection				
	E1.1.3	Identify and evaluate options				
	E1.1.4	Select storage and protection component				
	E1.1.5	Implement storage and protection component				
	E1.1.6	Test storage and protection component				

E2.	**Provide storage facilities**				
	E2.1 Acquire storage facilities	1	2	4	5
	E2.1.1 Plan facilities E2.1.2 Design or adapt facilities E2.1.3 Set up facilities E2.1.4 Maintain facilities E2.1.5 Contract out storage				
E3.	**Store records**				
	E3.1 Provide storage services	3	4	5	5
	E3.1.1 Manage information and records in facilities E3.1.2 File or interfile records E3.1.3 Retrieve records E3.1.4 Deliver records to clients E3.1.5 Maintain storage service contract				
E4.	**Manage media and information**				
	E4.1 Develop media management solutions	0	1	3	5
	E4.1.1 Identify media formats requiring management or conversion E4.1.2 Identify solutions E4.1.3 Implement solutions E4.1.4 Maintain media E4.1.5 Maintain integrity of information in all media E4.1.6 Evaluate solutions E4.1.7 Revise solutions				
E5.	**Provide protection and preservation solutions**				
	E5.1 Develop protection and preservation solutions	0	1	3	5
	E5.1.1 Identify information requiring protection or preservation E5.1.2 Identify solutions E5.1.3 Implement solutions				

	E5.1.4 Maintain solutions E5.1.5 Evaluate solutions E5.1.6 Revise solutions				
E6.	**Provide security**				
E6.1	**Develop security solutions** E6.1.1 Assess needs E6.1.2 Identify solutions E6.1.3 Test solutions	1	3	4	5
E6.2	**Implement security solutions** E6.2.1 Identify or mark classified records E6.2.2 Protect classified records according to standards E6.2.3 Downgrade classified records when required	2	3	4	5
E6.3	**Maintain security solutions** E6.3.1 Evaluate security solutions E6.3.2 Revise security solutions	1	3	4	5
E7.	**Provide disaster planning**				
E7.1	**Develop disaster recovery plan** E7.1.1 Identify disaster recovery scenarios E7.1.2 Perform threat and risk assessment E7.1.3 Document disaster recovery scenarios E7.1.4 Disseminate disaster recovery scenarios E7.1.5 Arrange service bureau services	1	2	4	5

				1	2	4	5
	E7.2	**Test disaster recovery plan**		1	2	4	5
		E7.2.1	Simulate conditions				
		E7.2.2	Enact scenario(s)				
		E7.2.3	Evaluate the exercise				
	E7.3	**Maintain disaster recovery plan**		1	2	4	5
		E7.3.1	Evaluate disaster recovery scenarios				
		E7.3.2	Revise disaster recovery scenarios				
E8.	**Provide vital records services**						
	E8.1	**Develop vital records plan**		1	2	4	5
		E8.1.1	Assess needs				
		E8.1.2	Identify and test solutions				
	E8.2	**Implement vital records plan**		2	3	4	5
		E8.2.1	Identify/mark vital records				
		E8.2.2	Copy vital records				
		E8.2.3	Store vital records				
		E8.2.4	Maintain and update vital records				
	E8.3	**Maintain vital records services**		1	2	4	5
		E8.3.1	Evaluate vital records services				
		E8.3.2	Revise vital records services				
F. DISPOSE OF RECORDS							
F1.	**Provide retention and disposition capabilities**						
	F1.1	**Create retention and disposition component of recordkeeping system**		0	1	3	5
		F1.1.1	Assess needs				
		F1.1.2	Determine requirements for retention and disposition				
		F1.1.3	Identify and evaluate options				

	F1.1.4 Select retention and disposition component F1.1.5 Implement retention and disposition component F1.1.6 Test retention and disposition component				
F2.	**Create records retention and disposition schedule**				
F2.1	**Develop Draft Schedule** F2.1.1 Establish schedule project team and terms of reference F2.1.2 Collect data on business functions, activities, transactions and records F2.1.3 Analyze data and conduct background research and interviews F2.1.4 Prepare draft schedule including records series descriptors, legal citations, closure criteria, retention periods and proposed final disposition F2.1.5 Solicit archival appraisal to establish final disposition F2.1.6 Obtain legal, financial and other opinions on draft schedule	1	2	4	5
F2.2	**Obtain approvals for schedule** F2.2.1 Prepare schedule documentation and rationale F2.2.2 Coordinate and facilitate internal review process F2.2.3 Finalize schedule F2.2.4 Obtain internal approval of schedule F2.2.5 Submit schedule to Alberta Records Management Committee for approval	1	2	4	5
F2.3	**Communicate Approved Schedule** F2.3.1 Add schedule data to recordkeeping system F2.3.2 Distribute schedule to functional areas and regional offices	2	3	4	5
F3.	**Implement schedule**				
F3.1	**Apply schedule** F3.1.1 Determine restrictions to applying schedule F3.1.2 Notify functional areas of impending disposition F3.1.3 Transfer materials	2	4	5	5

F3.1.4 Destroy materials F3.1.5 Maintain statistics and audit trails				
F3.2 **Use intermediate or semi-active storage facilities** F3.2.1 Prepare accessions lists and indices F3.2.2 Ship to facilities F3.2.3 Recall from storage F3.2.4 Return to storage F3.2.5 Maintain record of recall and return activities	2	4	5	5
F3.3 **Monitor compliance with schedule** F3.3.1 Design review and audit criteria and process F3.3.2 Apply review and audit process	1	2	4	5
F3.4 **Maintain and amend schedule** F3.4.1 Identify required amendments due to program and legislation changes F3.4.2 Prepare draft schedule amendment F3.4.3 Obtain opinions (legal, etc.) and archival appraisal F3.4.4 Obtain internal approvals F3.4.5 Submit amendment to Alberta Records Management committee for approval	1	2	4	5
G. PROVIDE ELECTRONIC RECORDS/DOCUMENT MANAGEMENT SERVICES				
G1. **Acquire records/document management software**				
G1.1 **Assess needs** G1.1.1 Determine scope of the project G1.1.2 Document business requirements and required functionality G1.1.3 Focus scope of the project G1.1.4 Prepare business case G1.1.5 Obtain approvals	0	1	3	5

			0	1	3	5
G12	**Select software**		0	1	3	5
	G1.3.1	Develop criteria for selection				
	G1.3.2	Compare available software and criteria list				
	G1.3.3	Ensure compatibility with organizational systems				
G1.3	**Implement software**		0	2	4	5
	G1.3.1	Develop implementation plan				
	G1.3.2	Test for functionality				
	G1.3.3	Establish software parameters according to organizational requirements				
	G1.3.4	Develop specialized reports				
	G1.3.5	Deploy software				
G1.4	**Maintain software**		0	2	4	5
	G1.4.1	Determine maintenance schedule				
G1.5	**Provide user services**		1	3	4	5
	G1.5.1	Train users				
	G1.5.2	Design and implement service agreements				
	G1.5.3	Provide user help services				
	G1.5.4	Prepare and disseminate users guides and manuals				
	G1.5.5	Prepare and disseminate system administration guides and manuals				
G1.6	**Audit/Evaluate/Review**		0	2	4	5
	G1.6.1	Obtain and analyze feedback				
	G1.6.2	Determine if intended functions are being performed				
	G1.6.3	Identify new requirements				
G2.	**Undertake document imaging and digitizing activities**					
G2.1	**Assess needs**		0	1	3	5

	G2.1.1 Determine scope of project G2.1.2 Focus scope of the project G2.1.3 Prepare business case G2.1.4 Obtain approvals					
G2.2	**Select product**	0	1	3	5	
	G2.2.1 Develop criteria for selection G2.2.2 Design recordkeeping requirements G2.2.3 Compare available products G2.2.4 Ensure compatibility with organizational systems					
G2.3	**Implement product**	0	1	3	5	
	G2.3.1 Develop workflow for document imaging or digitizing G2.3.2 Incorporate recordkeeping requirements G2.3.3 Scan or input data G2.3.4 Deploy system					
G2.4	**Maintain product**	1	3	4	5	
	G2.4.1 Determine maintenance schedule G2.4.2 Test and update data					
G2.5	**Provide user services**	1	3	4	5	
	G2.5.1 Train users G2.5.2 Design and implement service agreements G2.5.3 Provide user help services G2.5.4 Prepare and disseminate users guides and manuals G2.5.5 Prepare and disseminate system administration guides and manuals					

		0	1	3	5
G2.6	**Audit/Evaluate/Review**	0	1	3	5
	G2.6.1 Obtain and analyze feedback				
	G2.6.2 Determine if intended functions are being performed				
	G2.6.3 Identify new requirements				
H.	**DEMONSTRATE BUSINESS AND MANAGEMENT SKILLS**				
H1.	**Demonstrate strategic thinking**				
H1.1	**Identify issues and opportunities for one's own organization**	0	1	3	5
	H1.1.1 See the big picture				
	H1.1.2 Anticipate trends, future needs and requirements				
H1.2	**Recommend changes or new services**	0	1	3	5
	H1.2.1 Identify various scenarios				
	H1.2.2 Select optimal scenario				
H2.	**Demonstrate planning skills**				
H2.1	**Establish priorities**	1	3	4	5
	H2.1.1 Identify criteria for prioritization				
	H2.1.2 Establish and apply procedure for prioritization				
H2.2	**Define objectives**	1	3	4	5
	H2.2.1 Define long term state-of-the-art objectives				
	H2.2.2 Define short term state-of-the-art objectives				
H2.3	**Identify required resources**	0	2	4	5
	H2.3.1 Establish profile(s) of required human resources				
	H2.3.2 Identify required technological resources				

	H2.3.3	Identify other required resources					
	H2.4	**Prepare plans**	0	2	4	5
		H2.4.1 Determine steps and time frame					
H3.	**Demonstrate financial management skills**					
	H3.1	**Plan and manage budgets**	1	2	3	5
		H3.1.1 Plan and manage operational budget H3.1.2 Review invoices and authorize payment H3.1.3 Approve specific budgetary expenditures H3.1.4 Prepare or review and approve cost-benefit analyses H3.1.5 Develop multi-year forecasts and narrative reports H3.1.6 Recommend cost recovery, cost sharing or service sharing arrangements					
	H3.2	**Monitor expenses and revenues**	0	2	3	5
		H3.2.1 Establish and apply monitoring procedure H3.2.2 Anticipate and justify gaps H3.2.3 Recommend and apply corrective action(s)					
H4.	**Demonstrate organizational skills**					
	H4.1	**Obtain human, physical, material and technological resources**	0	2	4	5
		H4.1.1 Establish recruitment and purchasing or leasing procedures H4.1.2 Proceed according to standards, requirements and time frame					
	H4.2	**Assign and communicate individual mandates**	0	3	4	5
		H4.2.1 Demonstrate delegation skills					

H5.	**Demonstrate people management skills**				
H5.1	**Inspire and motivate colleagues and other contributors**	1	3	4	5
	H5.1.1　　Be a role model H5.1.2　　Demonstrate importance of each individual's role and contributions H5.1.3　　Acknowledge individual and team accomplishments				
H5.2	**Monitor team and individual performance**	1	3	4	5
	H5.2.1　　Establish monitoring procedures and activities H5.2.2　　Carry out monitoring procedures and activities H5.2.3　　Evaluate individual and team performance H5.2.4　　Deal effectively with employee and team problems H5.2.5　　Manage grievances				
H5.3	**Demonstrate coaching skills**	0	3	4	5
	H5.3.1　　Provide direction and feedback on a timely and regular basis H5.3.2　　Provide guidance, instruction and assistance on a timely and regular basis H5.3.3　　Provide career development guidance H5.3.4　　Provide training and education guidance				
H5.4	**Demonstrate delegation skills**	0	3	4	5
	H5.4.1　　Assign work according to the skills, abilities and potential of staff H5.4.2　　Give staff the necessary degree of responsibility and authority to accomplish tasks H5.4.3　　Provide clear directions H5.4.4　　Make provisions for follow-up				
H6.	**Demonstrate policy management skills**				
H6.1	**Perform benchmarking activities**	0	1	3	5
H6.2	**Develop, design and contribute to policies, principles, rules, guidelines, standards and procedures**	0	2	3	5

	H6.2.1 Demonstrate awareness of corporate and organizational culture H6.2.2 Demonstrate awareness of regulatory and statutory requirements H6.2.2 Demonstrate awareness of technical requirements					
H6.3	**Implement policies**	0	3	4	5
H6.4	**Monitor compliance to policies**	0	1	3	5
H7.	**Demonstrate problem solving skills**				
H7.1	**Identify and diagnose the problem**	1	3	4	5
	H7.1.1 Integrate information from different sources H7.1.2 Distinguish causes and symptoms				
H7.2	**Identify possible solutions**	1	3	4	5
	H7.2.1 Consult and research				
H7.3	**Select solution**	0	3	4	5
	H7.3.1 Determine criteria H7.3.2 Evaluate and compare possible solutions				
H7.4	**Develop and implement solutions**	0	3	4	5
H8.	**Demonstrate decision making skills**				
H8.1	**Make timely decisions**	1	3	4	5
	H8.1.1 Readily address issues and problems under one's authority H8.1.2 Quickly react to urgent matters and situations H8.1.3 Assess risks H8.1.4 Take calculated risks H8.1.5 Accept impact and consequences of one's decision				

			1	3	4	5
H8.2	**Make appropriate decisions**					
	H8.2.1	Whenever possible, take time to analyze the problem or situation				
	H8.2.2	Rely on one's judgment or experience				
	H8.2.3	Consult individuals trusted for their wisdom and practical experience				
	H8.2.4	Accept impact and consequences of one's decisions				
H9.	**Demonstrate project management skills**					
H9.1	**Create a proposal**		0	1	3	5
	H9.1.1	Assess needs				
	H9.1.2	Justify appropriateness and feasibility of project				
	H9.1.3	Prepare business case				
	H9.1.4	Obtain approvals				
H9.2	**Develop and implement project plan**		0	1	3	5
	H9.2.1	Take into account resources, time and quality issues				
	H9.2.2	Recruit and train the right people for the project				
	H9.2.3	Lead project				
H9.3	**Monitor project progress**		0	1	3	5
	H9.3.1	Keep project on schedule and within budget				
	H9.3.2	Anticipate delays and difficulties and adjust plans when necessary				
H9.4	**Evaluate output**		0	1	3	5
	H9.4.1	Learn from project results				
H10.	**Demonstrate contract management skills**					
H10.1	**Create a proposal**		0	1	3	5
	H10.1.1	Assess needs				
	H10.1.2	Justify appropriateness and feasibility of contract				

	H10.1.3 Prepare business case H10.1.4 Obtain approvals				
	H10.2 Develop terms of reference H10.2.1 Take into account resources, time and quality issues H10.2.2 Specify requirements	0	1	3	5
	H10.3 Select Contractor H10.3.1 Develop request H10.3.2 Communicate request H10.3.3 Evaluate responses	0	1	3	5
	H10.4 Monitor contract progress H10.4.1 Keep contract on schedule and within budget H10.4.2 Anticipate delays and difficulties and adjust when necessary	0	1	3	5
	H10.5 Evaluate output H10.5.1 Learn from results	0	1	3	5
I.	**DEMONSTRATE INTERPERSONAL SKILLS**				
I1.	**Demonstrate concern for client/customer/user**				
	I1.1 Respond to client needs and expectations I1.1.1 Identify needs and expectations	3	4	4	5
	I1.2 Maintain and improve quality of services I1.2.1 Obtain information from client / customer / user I1.2.2 Initiate action and address issues with the client in mind	3	4	4	5

I1.3	**Easily establish contact with clients/customers/users**		3	4	4	5
	I1.3.1	Demonstrate interpersonal skills				
	I1.3.2	Demonstrate listening skills				
	I1.3.3	Demonstrate professional competence				
I1.4	**Maintain long lasting relationships with clients/customers/users**		3	4	4	5
	I1.4.1	Demonstrate interpersonal skills				
	I1.4.2	Demonstrate listening skills				
	I1.4.3	Demonstrate professional competence				
I2.	**Demonstrate oral communication skills**					
I2.1	**Give clear directions and instructions**		0	3	4	5
	I2.1.1	Understand adult learning principles				
	I2.1.2	Make presentation one-on-one, to small or large groups				
	I2.1.3	Contribute to organizational and interorganizational committees and working groups				
I2.2	**Explain complex issues and material in plain language free from jargon**		0	2	4	5
I2.3	**Make various types of formal presentations**		0	2	4	5
I3.	**Demonstrate written communication skills**					
I3.1	**Write clearly and concisely**		0	3	4	5
	I3.1.1	Use appropriate vocabulary and terminology				
	I3.1.2	Comply with grammar rules				
I3.2	**Edit documentation**		0	1	3	5
I3.3	**Organize complex information to facilitate understanding**		0	1	3	5

I4.	**Demonstrate leadership**				
I4.1	**Demonstrate a capacity to influence**	0	3	4	5
	I4.1.1 Express and promote ideas I4.1.2 Take a clear stand on issues I4.1.3 Make oneself understood and respected I4.1.4 Chair organizational and interorganizational committees and working groups				
I4.2	**Orient individual and team efforts**	0	3	4	5
	I4.1.1 Define, suggest and recall objectives I4.1.2 Follow up on tasks and deliverables I4.1.3 Adjust or modify objectives and conditions				
I5.	**Demonstrate negotiation skills**				
I5.1	**Create a positive climate** I5.1.1 Find appropriate time and place I5.1.2 Demonstrate listening skills I5.1.3 Demonstrate empathy	1	3	4	5
I5.2	**Persuade**	2	4	4	5
	I5.2.1 Present and defend one's position with emphasis on its benefits for the other party (ies)				
I5.3	**Find a win-win arrangement or settlement**	2	4	4	5
	I5.3.1 Try to understand position of other party (ies) I5.3.2 Identify items and issues where a compromise is possible				
I6.	**Demonstrate interviewing skills**				
I6.1	**Create a positive climate**	1	3	4	5
	I6.1.1 Demonstrate listening skills				

	I6.1.2	Demonstrate empathy				
	I6.2	**Use interviewing techniques**	0	3	4	5
		I6.2.1 Ask open-ended questions				
		I6.2.2 Ask close-ended questions				
		I6.2.3 Use case study and problem resolution techniques				
I7.	**Demonstrate teamwork skills**					
	I7.1	**Promote collaboration and cooperation and share one's experience and expertise**	3	4	4	5
		I7.1.1 Share information				
		I7.1.2 Share ideas				
		I7.1.3 Fulfill commitments to colleagues				
		I7.1.4 Participate in organizational and interorganizational committees and working groups				
	I7.2	**Earn colleagues' trust and support**	3	4	4	5
		I7.2.1 Accept others' ideas				
		I7.2.2 Praise contributions of fellow colleagues				
		I7.2.3 Be straightforward with colleagues at all times				
	I7.3	**Suggest ideas and adopt behaviours to optimize teamwork**	3	4	4	5
		I7.3.1 Demonstrate concern for interpersonal relations among team workers				
		I7.3.2 Refrain from dominating meetings				
J.	**DEMONSTRATE PERSONAL SKILLS**					
J1.	**Demonstrate computer skills**					
	J1.1	**Use keyboarding skills**	3	4	4	5
	J1.2	**Use electronic mail systems**	3	4	4	5
	J1.3	**Use word processing software**	3	4	4	5

J1.4	**Develop and use spreadsheets**	0	2	3	4
J1.5	**Develop and use databases**	0	2	3	4
J2.	**Demonstrate awareness of corporate culture**				
J2.1	**Identify and comply with organization's formal and informal guiding principles and values**	2	3	3	5
J2.2	**Comply with the corporation's ways and means**	2	3	3	5
J3.	**Demonstrate innovation skills**				
J3.1	**Act on one's own initiative**	0	3	4	5
J3.2	**Provide new insights or different perspectives on common problems or situations**	2	3	4	5
J3.3	**Develop solutions and consider options which go beyond the traditional or conventional approaches**	0	2	4	5
J4.	**Demonstrate thoroughness and attention to detail**				
J4.1	**Perform tasks to the necessary standards of accuracy and quality**	3	4	4	5
J4.2	**Identify and address details that ensure a smooth operation and effective service**	2	4	4	5
J5.	**Demonstrate time-management skills**				
J5.1	**Prioritize tasks and assignments**	2	4	4	5
J5.2	**Work effectively on several tasks or assignments at the same time**	0	3	4	5
J5.3	**Work under pressure**	3	4	4	5
J5.4	**Meet demanding deadlines**	2	4	4	5

J6.	**Manage professional development and growth**					
	J6.1	**Keep abreast of trends and developments**	2	3	4	5
	J6.2	**Use changes occurring in the workplace as opportunities for professional development and growth**	2	3	4	5
	J6.3	**Define and update a professional development plan**	2	3	4	5
J7.	**Demonstrate analytical skills**					
	J7.1	**Collect and synthesize facts and data**	0	2	4	5
	J7.2	**Break down facts and data into simple elements**	0	2	4	5
	J7.3	**Identify the essential or most significant issues or challenges**	0	2	4	5
J8.	**Demonstrate conceptual skills**					
	J8.1	**Recognize patterns, trends or causes of events**	0	2	4	5
	J8.2	**Identify and design or develop solutions**	0	2	4	5