Tool no. 1:
LIST OF COMPETENCIES
AND COMPETENCY INDICATORS
BY BUSINESS PROCESS

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   1 : PLANNING AND DESIGNING NEW SERVICES

Category	Competency	Competency Indicator
	SPECIFIC COMPETENCIES (S)	
ANALYSIS, STUDY AND EVALUATION	1.1.S Designing a product or service	1.1.1.S Researching trends in the market and technology
		1.1.2.S Identifying a product or service
		1.1.3.S Devising the technical specifications of the product or service
		1.1.4.S Conducting a feasibility study
	1.2.S Conducting a market study	1.2.1.S Analyzing the competition - Researching documentation - Compiling and analyzing information - Drafting recommendations
		1.2.2.S Conducting a study of comparative products or services - Researching documentation - Compiling and analyzing information - Identifying business opportunities and market trends - Drafting recommendations
		1.2.3.S Making recommendations and drafting the final report
	1.3.S Conducting a financial analysis of a project	1.3.1.S Conducting a value analysis
		1.3.2.S Performing a cost/benefits analysis
		1.3.3.S Formulating recommendations
	1.4.S Focusing a product's development from a marketing perspective	1.4.1.S Characterizing the operation of the national telecommunications market
		1.4.2.S Analyzing the profitability of development scenarios
		1.4.3.S Selecting development avenues
	1.5.S Ensuring a technological watch	1.5.1.S Becoming informed on the evolution of technological markets and competitive products
		1.5.2.S Conducting research in one's field of expertise
		1.5.3.S Regularly updating one's technical knowledge

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   1 : PLANNING AND DESIGNING NEW SERVICES

Category	Competency	Competency Indicator
PLANNING AND FOLLOW-UP	1.6.S Planning the execution of the project	1.6.1.S Putting in place the project team - Identifying the project participants - Determining each participant's roles and responsibilities - Holding a project launch meeting
		1.6.2.S Establishing production schedules - Determining the steps involved in the project's production - Consulting the stakeholders concerned - Devising production scenarios (risks, operations, schedules, constraints) - Selecting the scenario and producing the calendar
		1.6.3.S Establishing operational processes - Developing processes - Conveying the processes developed - Producing a process implementation calendar
		1.6.4.S Establishing the marketing plan - Setting objectives (market penetration, sales, etc.) - Establishing the marketing strategy (price, promotion, distribution, etc.)
	1.7.S Conducting the project follow-up	1.7.1.S Overseeing the proper operation of the processes in place - Validating the operation of the processes with various stakeholders - Implementing the necessary corrective measures
		1.7.2.S Conducting a budget follow-up on the project - Analyzing variances - Drafting the final report
		1.7.3.S Wrapping up the project

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   1 : PLANNING AND DESIGNING NEW SERVICES

Category	*Competency*		*Competency Indicator*	
PRODUCTION	1.8.S	Testing the product or service and making the necessary adjustments	1.8.1.S	Testing the product or service - Testing the components of the product or service - End-to-end testing of the product or service - Executing a pilot project for the product or service
			1.8.2.S	Revising and adjusting activities - Identifying variances in relation to the plan - Adjusting the schedule or activities
	1.9.S	Launching the product or service onto the marke	1.9.1.S	Consulting all stakeholders involved - Organizing a meeting or launch call
			1.9.2.S	Applying the marketing strategy - Applying the communication plan - Applying the sales plan
			1.9.3.S	Providing technical and operational support
	TRANSVERSAL COMPETENCIES (T)			
TECHNOLOGIES	1.1.T	Applying technological knowledge to the telecommunications industry	1.1.1.T	Applying knowledge on trends in the world of telecommunications
			1.1.2.T	Understanding the function and types of applications of SONET, IP, Broadband, Ethernet, switching, wireless technologies, etc.
			1.1.3.T	Applying knowledge on telecommunications regulations
			1.1.4.T	Analyzing the physical layout of a telecommunications network
	1.2.T	Using tools and systems	1.2.1.T	Operating word processing software
			1.2.2.T	Preparing presentations using a presentation software
			1.2.3.T	Operating an electronic spreadsheet
			1.2.4.T	Operating a project management software
			1.2.5.T	Browsing the Web and managing e-mail

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   1 : PLANNING AND DESIGNING NEW SERVICES

Category	Competency	Competency Indicator	
TECHNOLOGIES	1.3.T	Applying a problem-solving method	1.3.1.T	Identifying the problem
			1.3.2.T	Analyzing the situation
			1.3.3.T	Finding solutions
			1.3.4.T	Choosing the optimal solution
			1.3.5.T	Planning the corrective action
			1.3.6.T	Executing the plan
INTERPERSONAL RELATIONSHIPS	1.4.T	Communicating in the workplace	1.4.1.T	Conveying technical and general information on the company
			1.4.2.T	Making presentations
			1.4.3.T	Negotiating agreements
			1.4.4.T	Gathering information
			1.4.5.T	Reaching a consensus
			1.4.6.T	Expressing oneself effectively in languages used in projects
	1.5.T	Working on a cross-functional team	1.5.1.T	Diffusing conflict situations
			1.5.2.T	Analyzing a situation from a global perspective
			1.5.3.T	Team problem solving
			1.5.4.T	Preparing and leading meetings
			1.5.5.T	Applying organization principles for repetitive tasks
			1.5.6.T	Working with individuals from different backgrounds and disciplines
MANAGEMENT	1.6.T	Organizing one's work and managing the information	1.6.1.T	Structuring files in a methodical manner in order to maximize the accessibility of information
			1.6.2.T	Keeping one's knowledge up to date in one's field of expertise
			1.6.3.T	Identifying the strategic nature of the information conveyed

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   1 : PLANNING AND DESIGNING NEW SERVICES

Category	Competency	Competency Indicator
MANAGEMENT	1.7.T Innovating and adapting to change	1.7.1.T Researching innovative strategies for implementing solutions
		1.7.2.T Demonstrating an interest in challenges, change, and new situations
		1.7.3.T Modifying or re-focusing one's actions in accordance with new data
		1.7.4.T Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   2 : SELLING SERVICES

Category	Competency		Competency Indicator	
	SPECIFIC COMPETENCIES (S)			
ANALYSIS, STUDY AND EVALUATION	2.1.S	Analyzing the client's requirements	2.1.1.S	Researching trends in the market and technology
			2.1.2.S	Identifying a product or service
			2.1.3.S	Devising the technical specifications of the product or service
			2.1.4.S	Conducting a feasibility study
PRODUCTION	2.2.S	Identifying possible solutions	2.2.1.S	Globally and clearly analyzing the information obtained when analyzing the requirements
			2.2.2.S	Researching the technological elements for responding to the client's requirements
			2.2.3.S	Devising appropriate action plans
			2.2.4.S	Identifying the resources required for the implementation of the appropriate solution
	2.3.S	Applying market strategies	2.3.1.S	Describing the technological characteristics of the client's network and the associated key sales arguments
			2.3.2.S	Determining a sales strategy limiting penetration by the competition at a client's location
			2.3.3.S	Learning the main characteristics of the industry and the market in which the clients are evolving
			2.3.4.S	Becoming informed on new technologies, products and the competition
			2.3.5.S	Identifying the products and services offered to the clientele that are linked to call centres and electronic commerce

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   2 : SELLING SERVICES

Category	Competency		Competency Indicator	
PRODUCTION	2.4.S	Presenting and selling the solution(s) developed to clients	2.4.1.S	Preparing the presentation of the solutions proposed for clients
			2.4.2.S	Making presentations to teams of clients and senior management
			2.4.3.S	Developing and maintaining good relationships with the clients
			2.4.4.S	Identifying the key decision-makers and influential individuals and developing sound long-term relationships or partnerships with them
			2.4.5.S	Being fully aware of the internal client dynamics in order to develop a relevant sales strategy
			2.4.6.S	Representing the company to clients, adopting professional behaviour and being conscientious about one's personal appearance
			2.4.7.S	Conducting face-to-face sales activities
			2.4.8.S	Analyzing and creating new business opportunities
	2.5.S	Providing technical support	2.5.1.S	Responding to the client requirements that arise and identifying business opportunities
			2.5.2.S	Advising pre-sales groups and customer service
			2.5.3.S	Providing an interface with different technical groups at the client's location and internally
	TRANSVERSAL COMPETENCIES (T)			
TECHNOLOGIES	2.1.T	Applying technological knowledge to the telecommunications industry	2.1.1.T	Applying knowledge on the corporate operational milieu
			2.1.2.T	Analyzing a situation from a global perspective

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   2 : SELLING SERVICES

Category	Competency		Competency Indicator	
INTERPERSONAL RELATIONSHIPS	2.3.T	Communicating in the workplace	2.3.1.T	Conveying technical and general information on the company
			2.3.2.T	Making presentations to clients
			2.3.3.T	Negotiating agreements
			2.3.4.T	Gathering information
			2.3.5.T	Expressing oneself effectively in languages used in projects
	2.4.T	Working on a cross-functional team	2.4.1.T	Diffusing conflict situations
			2.4.2.T	Analyzing a situation from a global perspective
			2.4.3.T	Team problem solving
			2.4.4.T	Preparing and leading meetings
			2.4.5.T	Applying organization principles for repetitive tasks
			2.4.6.T	Working with individuals from different backgrounds and disciplines
MANAGEMENT	2.5.T	Organizing one's work and managing the information	2.5.1.T	Structuring files in a methodical manner in order to maximize the accessibility of information
			2.5.2.T	Keeping one's knowledge up to date in one's field of expertise
			2.5.3.T	Identifying the strategic nature of the information conveyed
	2.6.T	Innovating and adapting to change	2.6.1.T	Researching innovative strategies for implementing solutions
			2.6.2.T	Demonstrating an interest in challenges, change, and new situations
			2.6.3.T	Modifying or re-focusing one's actions in accordance with new data
			2.6.4.T	Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   3 : PLANNING A DISTRIBUTION NETWORK

Category	Competency		Competency Indicator	
	SPECIFIC COMPETENCIES (S)			
ANALYSIS, STUDY AND EVALUATION	3.1.S	Studying the possibility of introducing a new technology	3.1.1.S	Studying products available on the market in accordance with requirements - Researching documentation
			3.1.2.S	Carrying out additional studies on the most relevant projects
			3.1.3.S	Selecting products with the greatest usage potential
			3.1.4.S	Developing implementation scenarios - Conducting a profitability study - Executing standardization tests - Making a recommendation as to whether or not to introduce the new technology
	3.2.S	Participating in the budget-making process for the strategic development of the network	3.2.1.S	Identifying potential projects
			3.2.2.S	Providing a budget estimate
			3.2.3.S	Providing specifications on budget items
	3.3.S	Focusing a product's development from a marketing perspective	3.3.1.S	Characterizing the operation of the telecommunications market
			3.3.2.S	Analyzing the profitability of development scenarios
			3.3.3.S	Selecting development avenues
PLANNING AND FOLLOW-UP	3.4.S	Conducting a budget follow-up for projects under way	3.4.1.S	Validating a "project" sheet reflecting the allocation of financial resources
			3.4.2.S	Validating the follow-up of monthly spending
			3.4.3.S	Analyzing budget variances
			3.4.4.S	Reporting to management
			3.4.5.S	Making any corrections to the allocation of financial resources

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   3 : PLANNING A DISTRIBUTION NETWORK

Category	Competency	Competency Indicator
PLANNING AND FOLLOW-UP	3.5.S Planning the management of services for strategic portfolios	3.5.1.S Managing budget envelopes in accordance with network launch activities
		3.5.2.S Keeping the client abreast of the progress of the work under way
		3.5.3.S Monitoring expenses versus allocations
		3.5.4.S Reporting to management
		3.5.5.S Implementing corrections (if necessary)
	3.6.S Developing models for network growth	3.6.1.S Identifying the network parameters
		3.6.2.S Developing a mathematical growth model
		3.6.3.S Carrying out awareness studies of the model
		3.6.4.S Drafting recommendations on network "dimensioning"
PRODUCTION	3.7.S Responding to the demand for the growth or development of existing networks	3.7.1.S Conducting a study of the network in place
		3.7.2.S Conducting a study of potential traffic
		3.7.3.S "Dimensioning" the network
		3.7.4.S Conducting an analysis of evolution scenarios - Preparing the preliminary design - Determining the planning costs - Carrying out the planning analysis
		3.7.5.S Choosing the optimal solution
		3.7.6.S Issuing network deployment recommendations - Submitting an application for funds - Defending a cost/benefits study to management - Analyzing requests for modifications and comments

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   3 : PLANNING A DISTRIBUTION NETWORK

Category	Competency	Competency Indicator
PRODUCTION	3.8.S Developing applications for basic budgets	3.8.1.S Identifying the budgets necessary to enhance the existing network
		3.8.2.S Determining network deployment requirements
		3.8.3.S Estimating deployment costs
		3.8.4.S Finalizing the application
		3.8.5.S Presenting the application and answering questions from management
		3.8.6.S Making changes to the application
	3.9.S Providing consulting services	3.9.1.S Developing scenarios
		3.9.2.S Establishing costs
		3.9.3.S Validating designs
		3.9.4.S Making technical recommendations with regard to the network feed
	TRANSVERSAL COMPETENCIES (T)	
TECHNOLOGIES	3.1.T Applying technological knowledge to the telecommunications industry	3.1.1.T Understanding the function and types of applications of SONET, IP, Broadband, Ethernet, switching, wireless technologies, etc.
		3.1.2.T Analyzing the physical layout of a telecommunications network
		3.1.3.T Characterizing the evolution and convergence of different technologies
	3.2.T Using tools and systems	3.2.1.T Operating word processing software
		3.2.2.T Preparing presentations using a presentation software
		3.2.3.T Operating an electronic spreadsheet
		3.2.4.T Producing technical drawings
		3.2.5.T Operating a project management system
		3.2.6.T Browsing the Web and managing e-mail

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   3 : PLANNING A DISTRIBUTION NETWORK

Category	Competency		Competency Indicator	
TECHNOLOGIES	3.3.T	Applying a problem-solving method	3.3.1.T	Identifying the problem
			3.3.2.T	Analyzing the situation
			3.3.3.T	Finding solutions
			3.3.4.T	Choosing the optimal solution
			3.3.5.T	Planning the corrective action
			3.3.6.T	Executing the plan
INTERPERSONAL RELATIONSHIPS	3.4.T	Communicating in the workplace	3.4.1.T	Conveying technical and general information on the company
			3.4.2.T	Making presentations
			3.4.3.T	Negotiating agreements
			3.4.4.T	Gathering information
			3.4.5.T	Reaching a consensus
			3.4.6.T	Expressing oneself effectively in languages used in projects
	3.5.T	Working on a cross-functional team	3.5.1.T	Diffusing conflict situations
			3.5.2.T	Analyzing a situation from a global perspective
			3.5.3.T	Team problem solving
			3.5.4.T	Preparing and leading meetings
			3.5.5.T	Applying organization principles for repetitive tasks
			3.5.6.T	Working with individuals from different backgrounds and disciplines
MANAGEMENT	3.6.T	Organizing one's work and managing the information	3.6.1.T	Structuring files in a methodical manner in order to maximize the accessibility of information
			3.6.2.T	Keeping one's knowledge up to date in one's field of expertise
			3.6.3.T	Identifying the strategic nature of the information conveyed

Sectoral dictionary of competencies

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   3 : PLANNING A DISTRIBUTION NETWORK

Category	Competency		Competency Indicator	
MANAGEMENT	3.7.T	Innovating and adapting to change	3.7.1.T	Researching innovative strategies for implementing solutions
			3.7.2.T	Demonstrating an interest in challenges, change, and new situations
			3.7.3.T	Modifying or re-focusing one's actions in accordance with new data
			3.7.4.T	Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   4 : DESIGNING A DISTRIBUTION NETWORK

Category	Competency	Competency Indicator
	SPECIFIC COMPETENCIES (S)	
ANALYSIS, STUDY AND EVALUATION	4.1.S Conducting network analyses and feasibility studies	4.1.1.S Researching the information necessary for the network being developed - Identifying the information necessary for completion of the mandate - Compiling and structuring all the information
		4.1.2.S Conducting profitability analyses and feasibility studies for projects
		4.1.3.S Analyzing technologies in accordance with client requirements - Analyzing the physical and technological characteristics of the different network types and configurations in accordance with client requirements - Learning the characteristics of the different technologies offered to the clientele - From suppliers, learning about the telecommunications equipment characteristics in accordance with client requirements
		4.1.4.S Evaluating the different scenarios - Analyzing the different architecture scenarios - Assessing the impact of the introduction of new technologies on the design

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   4 : DESIGNING A DISTRIBUTION NETWORK

Category	Competency	Competency Indicator
PRODUCTION	4.2.S Developing client solutions and specifications	4.2.1.S Validating the basic data
		4.2.2.S Determining the design parameters or criteria in accordance with internal or external client requirements - Defining possible scenarios - Developing different scenarios
		4.2.3.S Producing specifications - Drafting a project summary - Producing a detailed diagram of the necessary telecommunications equipment and services - Supplying the maintenance units - Specifying the equipment configurations and options - Developing verification, performance and maintenance procedures
		4.2.4.S Fine-tuning the proposed solution designs
		4.2.5.S Proposing alternative solutions and other services as required

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   4 : DESIGNING A DISTRIBUTION NETWORK

Category	*Competency*	*Competency Indicator*
PRODUCTION	4.3.S Ensuring the implementation and operation of retained solutions	4.3.1.S Adapting the different types of networks to a client's requirements
		4.3.2.S "Dimensioning" a network - Adequately dimensioning the network using corporate analysis models - Using traffic models
		4.3.3.S Recognizing different protocols and forecasting interface equipment
		4.3.4.S Establishing the capacity, cost and compatibility of the transport equipment (SONET, linear or ring, microwave transmission equipment, coaxial cable video, line head, etc.)
		4.3.5.S Holding a project launch meeting
		4.3.6.S Launching and "operationalizing" the interconnection diagrams - Overseeing the proper operation and compatibility of equipment when there is interconnection diagrams - Resolving the identified connectivity problems identified during equipment installation
		4.3.7.S Modeling or anticipating the propagation phenomena associated with the transmission (copper FV, fibre optics, hertzien waves, coaxial)
		4.3.8.S Modifying the proposed solution (e.g. intensity of the transmission signal) when the initial calculations do not correspond with the real data
		4.3.9.S Resolving any problems encountered (e.g. configuration of transport equipment) during implementation

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   4 : DESIGNING A DISTRIBUTION NETWORK

Category	Competency	Competency Indicator
	TRANSVERSAL COMPETENCIES (T)	
TECHNOLOGIES	4.1.T Applying technological knowledge to the telecommunications industry	4.1.1.T Applying concepts relating to traffic
		4.1.2.T Applying concepts relating to network design
		4.1.3.T Determining the physical characteristics and interconnection principles of circuits and systems
		4.1.4.T Applying the synchronization principles
		4.1.5.T Understanding the function and types of applications for transport equipment: SONET, linear or ring, microwave transmissions, coaxial video cable, line head, wireless, etc.
	4.2.T Using tools and systems	4.2.1.T Operating different network design and optimization tools
		4.2.2.T Using network "dimensioning" tools
		4.2.3.T Using tools to conduct cost comparisons
		4.2.4.T Operating word processing software
		4.2.5.T Operating an electronic spreadsheet
		4.2.6.T Exploring the basic possibilities offered by a relational database
		4.2.7.T Browsing the Web and managing e-mail
	4.3.T Applying a problem-solving method	4.3.1.T Identifying the problem
		4.3.2.T Analyzing the situation
		4.3.3.T Finding solutions
		4.3.4.T Choosing the optimal solution
		4.3.5.T Planning the corrective action
		4.3.6.T Executing the plan

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   4 : DESIGNING A DISTRIBUTION NETWORK

Category	Competency	Competency Indicator
INTERPERSONAL RELATIONSHIPS	4.4.T Communicating in the workplace	4.4.1.T Conveying technical and general information on the company
		4.4.2.T Making presentations
		4.4.3.T Gathering information
		4.4.4.T Expressing oneself effectively in languages used in projects
	4.5.T Working on a cross-functional team	4.5.1.T Diffusing conflict situations
		4.5.2.T Analyzing a situation from a global perspective
		4.5.3.T Team problem solving
		4.5.4.T Preparing and leading meetings
		4.5.5.T Applying organization principles for repetitive tasks
		4.5.6.T Working with individuals from different backgrounds and disciplines
MANAGEMENT	4.6.T Organizing one's work and managing the information	4.6.1.T Structuring files in a methodical manner in order to maximize the accessibility of information
		4.6.2.T Keeping one's knowledge up to date in one's field of expertise
		4.6.3.T Identifying the strategic nature of the information conveyed
	4.7.T Innovating and adapting to change	4.7.1.T Researching innovative strategies for implementing solutions
		4.7.2.T Demonstrating an interest in challenges, change, and new situations
		4.7.3.T Modifying or re-focusing one's actions in accordance with new data
		4.7.4.T Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   5 : DESIGNING A NETWORK FOR A CLIENT

Category	Competency	Competency Indicator
	SPECIFIC COMPETENCIES (S)	
ANALYSIS, STUDY AND EVALUATION	5.1.S Conducting network analyses and feasibility studies	5.1.1.S Planning the execution of the study - Describing all the steps in the network analysis process - Defining the parameters for the execution of the mandate
		5.1.2.S Researching the information relative to the client's network - Identifying the information necessary for the execution of the mandate - Compiling and structuring all the information
		5.1.3.S Conducting profitability analyses and feasibility studies for projects, products or services
		5.1.4.S Analyzing services in accordance with client requirements - Analyzing the physical and technological characteristics of the different network types in accordance with client requirements - Learning the characteristics of the different products and services offered to the clientele - From suppliers, learning about the telecommunications equipment characteristics in accordance with client requirements
		5.1.5.S Evaluating the different scenarios - Analyzing the different architecture scenarios - Assessing the impact of the introduction of new technologies on the design

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   5 : DESIGNING A NETWORK FOR A CLIENT

Category	Competency	Competency Indicator
PRODUCTION	5.2.S Developing client solutions and specifications	5.2.1.S Determining the design parameters or criteria based on the client's requirements - Selecting the strategic approach in accordance with the constraints of the mandate - Determining the services adapted to client requirements
		5.2.2.S Identifying the possible scenarios
		5.2.3.S Developing different scenarios - Designing the network by using an appropriate combination of services adapted to a client's requirements - Conducting, for each of the scenarios, a cost/performance analysis
		5.2.4.S Comparing scenarios and retaining the most beneficial one for the client
	5.3.S Advising clients and supporting sales activities	5.3.1.S Assisting and supporting the sales team in its efforts with clients: - Managing priorities and requests - Fine-tuning the design of proposed solutions - Proposing alternative solutions and other services as required - Maintaining excellent relations with the sales groups - Applying a client approach while upholding the corporate rules
		5.3.2.S Overseeing professional services mandates - Developing rates that respect the rules established by the regulations in effect - Conducting profitability and feasibility studies for projects, products or services
		5.3.3.S Designing and drafting the technological facet related to offers of services to internal and external clients

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   5 : DESIGNING A NETWORK FOR A CLIENT

Category	Competency		Competency Indicator	
	TRANSVERSAL COMPETENCIES (T)			
TECHNOLOGIES	5.1.T	Applying technological knowledge to the telecommunications industry	5.1.1.T	Applying the technological knowledge associated with the telecommunications industry with a view to designing a network
			5.1.2.T	Applying the concepts related to traffic with a view to "dimensioning" a network
			5.1.3.T	Applying rate concepts
	5.2.T	Using tools and systems	5.2.1.T	Using the tools required for data storage and gathering in order to process information on client accounts
			5.2.2.T	Using network "dimensioning" tools to design and maximize networks, "dimensioning" them, and conducting cost comparisons
			5.2.3.T	Operating word processing software
			5.2.4.T	Operating an electronic spreadsheet
			5.2.5.T	Exploring the basic possibilities offered by a relational database
			5.2.6.T	Browsing the Web and managing e-mail
	5.3.T	Applying a problem-solving method	5.3.1.T	Identifying the problem
			5.3.2.T	Analyzing the situation
			5.3.3.T	Finding solutions
			5.3.4.T	Choosing the optimal solution
			5.3.5.T	Planning the corrective action
			5.3.6.T	Executing the plan
INTERPERSONAL RELATIONSHIPS	5.4.T	Communicating in the workplace	5.4.1.T	Conveying technical and general information on the company
			5.4.2.T	Making presentations
			5.4.3.T	Gathering information
			5.4.4.T	Expressing oneself effectively in languages used in projects

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   5 : DESIGNING A NETWORK FOR A CLIENT

Category	Competency		Competency Indicator	
INTERPERSONAL RELATIONSHIPS	5.5.T	Working on a cross-functional team	5.5.1.T	Diffusing conflict situations
			5.5.2.T	Analyzing a situation from a global perspective
			5.5.3.T	Team problem solving
			5.5.4.T	Preparing and leading meetings
			5.5.5.T	Applying organization principles for repetitive tasks
			5.5.6.T	Working with individuals from different backgrounds and disciplines
MANAGEMENT	5.6.T	Organizing one's work and managing the information	5.6.1.T	Structuring files in a methodical manner in order to maximize the accessibility of information
			5.6.2.T	Keeping one's knowledge up to date in one's field of expertise
			5.6.3.T	Identifying the strategic nature of the information conveyed
	5.7.T	Innovating and adapting to change	5.7.1.T	Researching innovative strategies for implementing solutions
			5.7.2.T	Demonstrating an interest in challenges, change, and new situations
			5.7.3.T	Modifying or re-focusing one's actions in accordance with new data
			5.7.4.T	Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   6 : SUPPLYING A DISTRIBUTION NETWORK

Category	Competency	Competency Indicator
	SPECIFIC COMPETENCIES (S)	
ANALYSIS, STUDY AND EVALUATION	6.1.S Conducting a budgetary evaluation of a project	6.1.1.S Determining the technical characteristics of the network or service - Determining the characteristics of the equipment feed - Determining the characteristics of the environment within which the equipment will be installed
		6.1.2.S Researching additional information
		6.1.3.S Presenting a project to network management
	6.2.S Conducting a financial analysis of a project	6.2.1.S Performing a value analysis
		6.2.2.S Performing a cost/benefits analysis
		6.2.3.S Formulating recommendations
PLANNING AND FOLLOW-UP	6.3.S Conducting the project follow-up	6.3.1.S Conducting a cost analysis
		6.3.2.S Verifying invoice payment
		6.3.3.S Wrapping up the project
	6.4.S Establishing the technical specifications of a project	6.4.1.S Establishing the equipment design
		6.4.2.S Maximizing the amount of equipment per building
		6.4.3.S Producing the design
		6.4.4.S Producing detailed specifications
PRODUCTION	6.5.S Ordering the equipment	6.5.1.S Obtaining proposals from suppliers
		6.5.2.S Negotiating shipment terms
		6.5.3.S Assigning the supplier a purchase order number
	6.6.S Receiving the equipment	6.6.1.S Confirming receipt of the equipment
		6.6.2.S Obtaining information on the storage or delivery
		6.6.3.S Conducting a budget follow-up

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   6 : SUPPLYING A DISTRIBUTION NETWORK

Category	Competency		Competency Indicator	
PRODUCTION	6.7.S	Installing the equipment	6.7.1.S	Soliciting prices from installers
			6.7.2.S	Establishing an equipment delivery schedule
			6.7.3.S	Revising the schedule as required
			6.7.4.S	Conducting a budget follow-up
	TRANSVERSAL COMPETENCIES (T)			
TECHNOLOGIES	6.1.T	Applying technological knowledge to the telecommunications industry	6.1.1.T	Understanding the function and types of applications of SONET, IP, Broadband, switching, wireless technologies, etc.
			6.1.2.T	Analyzing the physical layout of a telecommunications network
			6.1.3.T	Reading the plans
	6.2.T	Using tools and systems	6.2.1.T	Operating word processing software
			6.2.2.T	Preparing presentations using a presentation software
			6.2.3.T	Operating an electronic spreadsheet
			6.2.4.T	Drafting designs
			6.2.5.T	Operating an integrated management system
			6.2.6.T	Browsing the Web and managing e-mail
	6.3.T	Applying a problem-solving method	6.3.1.T	Identifying the problem
			6.3.2.T	Analyzing the situation
			6.3.3.T	Finding solutions
			6.3.4.T	Choosing the optimal solution
			6.3.5.T	Planning the corrective action
			6.3.6.T	Executing the plan

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   6 : SUPPLYING A DISTRIBUTION NETWORK

Category	Competency		Competency Indicator	
INTERPERSONAL RELATIONSHIPS	6.4.T	Communicating in the workplace	6.4.1.T	Conveying technical and general information on the company
			6.4.2.T	Making presentations
			6.4.3.T	Negotiating agreements
			6.4.4.T	Gathering information
			6.4.5.T	Reaching a consensus
			6.4.6.T	Expressing oneself effectively in languages used in projects
	6.5.T	Working on a cross-functional team	6.5.1.T	Diffusing conflict situations
			6.5.2.T	Analyzing a situation from a global perspective
			6.5.3.T	Team problem solving
			6.5.4.T	Preparing and leading meetings
			6.5.5.T	Applying organization principles for repetitive tasks
			6.5.6.T	Working with individuals from different backgrounds and disciplines
MANAGEMENT	6.6.T	Organizing one's work and managing the information	6.6.1.T	Structuring files in a methodical manner in order to maximize the accessibility of information
			6.6.2.T	Keeping one's knowledge up to date in one's field of expertise
			6.6.3.T	Identifying the strategic nature of the information conveyed
	6.7.T	Innovating and adapting to change	6.7.1.T	Researching innovative strategies for implementing solutions
			6.7.2.T	Demonstrating an interest in challenges, change, and new situations
			6.7.3.T	Modifying or re-focusing one's actions in accordance with new data
			6.7.4.T	Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   7 : INSTALLING EQUIPMENT AND SETTING UP NETWORKS

Category	Competency	Competency Indicator
	SPECIFIC COMPETENCIES (S)	
PLANNING AND FOLLOW-UP	7.1.S Acknowledging the request	7.1.1.S Verifying the data for the work to be carried out
		7.1.2.S Ensuring that all the materials, equipment and tools required are on hand
	7.2.S Planning the installation	7.2.1.S Visualizing the installation
		7.2.2.S Reading the plans (if applicable)
		7.2.3.S Planning the work sequence in accordance with the equipment already in place and that to be installed
		7.2.4.S Planning equipment availability
		7.2.5.S Maintaining an inventory of the materials required

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   7 : INSTALLING EQUIPMENT AND SETTING UP NETWORKS

Category	Competency	Competency Indicator
PRODUCTION	7.3.S Making a service available	7.3.1.S Establishing the connection between the supply network and the distribution network - Identifying the interface junction box - Identifying the allocated pairs - Ensuring that the lines are active - Installing the junction jumpers (if applicable)
		7.3.2.S Installing and connecting the service wires (aerial, underground, underwater) - Securing the service wires with various connectors, in accordance with standards - Establishing the connection with the network (terminal, pedestal or other)
		7.3.3.S Installing the electrical protection component - Securing the component - Connecting a ground wire - For a component that is already in place, ensuring that it is in good condition and that the ground is adequate - Installing the demarcation point (in some cases, this is included in the overload protector) - Connecting the demarcation point to the overload protector - Connecting the service wire to the demarcation point
		7.3.4.S Verifying the proper operation of the line or the quality of the signals

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process **7 : INSTALLING EQUIPMENT AND SETTING UP NETWORKS**

Category	Competency		Competency Indicator	
PRODUCTION	7.4.S	Installing telecommunications systems	7.4.1.S	Preparing the main distribution table - Planning the layout of equipment and mounts - Securing the mounts - Securing the equipment in accordance with specifications - Securing the connection brackets - Securing the wires on the components - Installing connection wires between the equipment
			7.4.2.S	Wiring the outlets
			7.4.3.S	Connecting the equipment - Installing the junction jumpers - Plugging in equipment and ensuring its operation - Conducting tests on the wires and components
			7.4.4.S	Programming the system - Gathering information from the client or using the data collected by the service counsellor - Completing the programming forms - Entering the data
			7.4.5.S	Verifying the operation of the system and stations
			7.4.6.S	Informing users as to the operation of the system and equipment
	7.5.S	Wiring telecommunications networks	7.5.1.S	Installing cables - Making the holes necessary for passing the cables - Installing cable brackets (if necessary) - Lubricating the cables (if necessary) - Passing the cables in accordance with requirements, while respecting the manufacturer's standards - Grouping the cables together (if necessary) - Securing the cables - Connecting the cables to the junction boxes, the distribution block, outlets or other equipment
			7.5.2.S	Conducting start-up tests

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process *7 : INSTALLING EQUIPMENT AND SETTING UP NETWORKS*

Category	Competency	Competency Indicator
PRODUCTION	7.6.S Conducting the necessary verifications for the start-up of the systems	7.6.1.S Establishing a testing protocol
		7.6.2.S Conducting tests in accordance with the scenarios developed
		7.6.3.S Keeping the client abreast of the progress of the work under way
		7.6.4.S Identifying the source of variances and implementing the necessary modifications until the specifications are met
	7.7.S Starting up of a computer network	7.7.1.S Installing interface cards in the computers, the server and/or the router
		7.7.2.S Installing the software in each component
		7.7.3.S Connecting each component to the computer network
		7.7.4.S Configuring the different network components
		7.7.5.S Verifying the network's operation
	7.8.S Informing the client	7.8.1.S Establishing a work start-up contact - Validating the work to be carried out with the client and informing the latter of the details of the work
		7.8.2.S Keeping the client abreast of the progress of the work under way
		7.8.3.S Ensuring that the client has all the information necessary for properly using the services and equipment

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   7 : INSTALLING EQUIPMENT AND SETTING UP NETWORKS

Category	Competency		Competency Indicator	
	TRANSVERSAL COMPETENCIES (T)			
TECHNOLOGIES	7.1.T	Applying technological knowledge to the telecommunications industry	7.1.1.T	Applying concepts related to basic electronics
			7.1.2.T	Analyzing the physical layout of a telecommunications network
			7.1.3.T	Applying concepts relating to electricity including direct current, alternating and parallel circuits, serial and mixed systems
			7.1.4.T	Applying mechanical concepts
			7.1.5.T	Applying concepts related to digital circuits
			7.1.6.T	Reading plans, diagrams, specifications, electrical circuits and building blueprints
			7.1.7.T	Drafting sketches
	7.2.T	Using tools and systems	7.2.1.T	Characterizing assembly tools and techniques
			7.2.2.T	Characterizing different measuring instruments (voltmeter, multimeter, spectrum analyzer, oscilloscope, frequency generator, etc.)
			7.2.3.T	Operating the computer (operating systems, Internet, specialized software, data entry, IP protocol, etc.)
INTERPERSONAL RELATIONSHIPS	7.3.T	Communicating in the workplace	7.3.1.T	Conveying technical and general information on the company
			7.3.2.T	Gathering appropriate information and using it effectively
			7.3.3.T	Coping with problematic individuals
			7.3.4.T	Expressing oneself effectively in languages used in projects

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   7 : INSTALLING EQUIPMENT AND SETTING UP NETWORKS

Category	Competency	Competency Indicator
INTERPERSONAL RELATIONSHIPS	7.4.T Working on a cross-functional team	7.4.1.T Diffusing conflict situations
		7.4.2.T Analyzing a situation from a global perspective
		7.4.3.T Team problem solving
		7.4.4.T Preparing and leading meetings
		7.4.5.T Applying organization principles for repetitive tasks
		7.4.6.T Working with individuals from different backgrounds and disciplines
MANAGEMENT	7.5.T Organizing one's work and managing the information	7.5.1.T Structuring files in a methodical manner in order to maximize the accessibility of information
		7.5.2.T Keeping one's knowledge up to date in one's field of expertise
		7.5.3.T Identifying the strategic nature of the information conveyed
	7.6.T Innovating and adapting to change	7.6.1.T Researching innovative strategies for implementing solutions
		7.6.2.T Demonstrating an interest in challenges, change, and new situations
		7.6.3.T Modifying or re-focusing one's actions in accordance with new data
		7.6.4.T Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   8 : MAINTAINING AND REPAIRING EQUIPMENT AND NETWORKS

Category	Competency	Competency Indicator
	SPECIFIC COMPETENCIES (S)	
PLANNING AND FOLLOW-UP	8.1.S Acknowledging the request	8.1.1.S Validating the client data
		8.1.2.S Ensuring that all the materials and tools required are on hand
		8.1.3.S Ensuring that an accurate description of the defect is obtained
		8.1.4.S Identifying and validating the defect described on the work order
	8.2.S Planning the repair	8.2.1.S Researching additional information
		8.2.2.S Executing remote verifications
		8.2.3.S Visualizing the equipment
		8.2.4.S Analyzing all the data
		8.2.5.S Conducting a preliminary diagnosis
		8.2.6.S Maintaining an inventory of the materials required

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   8 : MAINTAINING AND REPAIRING EQUIPMENT AND NETWORKS

Category	Competency		Competency Indicator	
PRODUCTION	8.3.S	Repairing telecommunication circuits	8.3.1.S	Observing the environment: cables, terminals, construction work, etc.
			8.3.2.S	Determining the location of the defect from the demarcation point (on the distribution network or the client's network) - Defect on the client's network - Informing the client of the invoicing terms - Preparing the work statement - Executing the repair - Defect on the distribution network - Validating the defect identified on the work order - Checking the tension provided by the central office - For verification purposes, the circuit may be disconnected at the central office by dialing a code from the client's device - Verifying the signals by means of a spectrum analysis (cable) and identifying interferences (cable)
			8.3.3.S	Determining on what section of the network the defect is situated by disconnecting the service wire from the terminal or interface casing - Defect between the terminal and the subscriber - Replacing the client's defective equipment or cable - Resolving the transmission problem between the network connection and the telephone or television (cable) - Defect in the distribution cable - Changing the circuit allocation - Replacing the jumpers - Verifying the proper functioning following the repair - Referring the network problem to network maintenance department personnel (cable)

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   8 : MAINTAINING AND REPAIRING EQUIPMENT AND NETWORKS

Category	Competency	Competency Indicator
PRODUCTION	8.4.S Repairing systems and equipment	8.4.1.S Determining the source of the defect - Verifying point-to-point calls - Verifying incoming and outgoing calls - Verifying computer systems and equipment - Verifying the current functions of a telephone system such as call transfer, conference calls, call forwarding, etc. - Verifying the advanced functions adapted to the client, such as the detailed description of calls, automatic call distribution (ACD), automatic call pick-up, etc. - Verifying the programming
		8.4.2.S Repairing or replacing the defective component
		8.4.3.S Carefully verifying the system's functions
	8.5.S Informing the client	8.5.1.S Establishing a work start-up contact - Validating the work to be carried out with the client and question the latter about the frequency, symptoms and circumstances surrounding the problem - Informing the client of the work to be carried out and any additional costs, if applicable
		8.5.2.S Keeping the client abreast of the progress of the work under way
		8.5.3.S Ensuring that the client has all the information necessary for properly using the services and equipment

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   8 : MAINTAINING AND REPAIRING EQUIPMENT AND NETWORKS

Category	Competency		Competency Indicator	
	TRANSVERSAL COMPETENCIES (T)			
TECHNOLOGIES	8.1.T	Applying technological knowledge to the telecommunications industry	8.1.1.T	Applying concepts related to basic electronics
			8.1.2.T	Analyzing the physical layout of a telecommunications network
			8.1.3.T	Applying concepts relating to electricity including direct current, alternating and parallel circuits, serial and mixed systems
			8.1.4.T	Applying fundamental mechanical concepts
			8.1.5.T	Applying concepts related to digital circuits
			8.1.6.T	Reading plans, diagrams, specifications, electrical circuits and building blueprints
			8.1.7.T	Drafting sketches
	8.2.T	Using tools and systems	8.2.1.T	Characterizing assembly tools and techniques
			8.2.2.T	Characterizing different measuring instruments (voltmeter, multimeter, spectrum analyzer, oscilloscope, frequency generator, etc.)
			8.2.3.T	Operating the computer (operating systems, Internet, specialized software, data entry, IP protocol, etc.)
INTERPERSONAL RELATIONSHIPS	8.3.T	Communicating in the workplace	8.3.1.T	Conveying technical and general information on the company
			8.3.2.T	Gathering information
			8.3.3.T	Coping with problematic individuals
			8.3.4.T	Expressing oneself effectively in languages used in projects

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   8 : MAINTAINING AND REPAIRING EQUIPMENT AND NETWORKS

Category	Competency	Competency Indicator
INTERPERSONAL RELATIONSHIPS	8.4.T Working on a cross-functional team	8.4.1.T Diffusing conflict situations
		8.4.2.T Analyzing a situation from a global perspective
		8.4.3.T Team problem solving
		8.4.4.T Preparing and leading meetings
		8.4.5.T Applying organization principles for repetitive tasks
		8.4.6.T Working with individuals from different backgrounds and disciplines
MANAGEMENT	8.5.T Organizing one's work and managing the information	8.5.1.T Structuring files in a methodical manner in order to maximize the accessibility of information
		8.5.2.T Keeping one's knowledge up to date in one's field of expertise
		8.5.3.T Identifying the strategic nature of the information conveyed
	8.6.T Innovating and adapting to change	8.6.1.T Researching innovative strategies for implementing solutions
		8.6.2.T Demonstrating an interest in challenges, change, and new situations
		8.6.3.T Modifying or re-focusing one's actions in accordance with new data
		8.6.4.T Proposing new ideas or avenues for improving products or services

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process **9 : MANAGING A NETWORK**

Category	Competency	Competency Indicator
	SPECIFIC COMPETENCIES (S)	
PLANNING AND FOLLOW-UP	9.1.S Managing the budget	9.1.1.S Structuring and drafting files with a view to obtaining financing
		9.1.2.S Devising forecasts in terms of expenses and investments
		9.1.3.S Identifying the budgets required for the different launches
		9.1.4.S Compiling the file
		9.1.5.S Presenting the project to those responsible for the available funds
		9.1.6.S Ensuring the maximization of corporate investments in projects related to network management
		9.1.7.S Ensuring that the expenses are posted to the appropriate budget items
		9.1.8.S Controlling the costs incurred by the different projects
	9.2.S Establishing a saturation forecast calendar and a work load for the network's deployment and management	9.2.1.S Developing a network evaluation prognostic, or one to transfer the client to a different type of equipment - Interpreting the technical specifications and implementation parameters in the network of products and services offered to the clientele - Interpreting and using the operating system's data for network management purposes - Measuring the impact of various events on the network - Estimating needs in terms of necessary equipment - Issuing recommendations for the development of infrastructures on the network - Developing action plans aimed at increasing the profitability of network use - Determining the type, dimensioning and location of the equipment to deploy - Recommending scenarios aimed at increasing the network's effectiveness - Designing plans and specifications as required - Developing and implementing as required

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   9 : MANAGING A NETWORK

Category	Competency		Competency Indicator	
PLANNING AND FOLLOW-UP	9.3.S	Monitoring the network's performance with regard to it's capacity to satisfy existing and anticipated service requests	9.3.1.S	Administering the process associated with network management - Developing strategies and guidelines conducive to management in response to the implementation of a new type of equipment or to any changes made to a region's infrastructures - Negotiating technical issues with foreign "telecommunicators" (cables, satellites, networks) - Facilitating the administration and control of network traffic - Ensuring evolution in line with the anticipated expansion of services.
			9.3.2.S	Optimizing the network - Recommending scenarios aimed at increasing network efficiency - Measuring the impact of different events on the network by means of a network analysis - Prioritizing the critical zones where the need for change is urgent - Analyzing the network's growth background - Analyzing and evaluating the network's operation and performance, as well as the equipment use
			9.3.3.S	Analyzing and comparing usage statistics to the established performance criteria and standards
PRODUCTION	9.4.S	Optimizing the network operation	9.4.1.S	Identifying those parameters that have the greatest impact on the network's performance
			9.4.2.S	Analysing the conduct of these parameters
			9.4.3.S	Making the necessary changes or recommending changes depending on the situation
			9.4.4.S	Evaluating the impact of these changes

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   9 : MANAGING A NETWORK

Category	Competency	Competency Indicator
	TRANSVERSAL COMPETENCIES (T)	
TECHNOLOGIES	9.1.T Applying technological knowledge to the telecommunications industry	9.1.1.T Identifying the architectural concepts, the protocols and the network flow principles
		9.1.2.T Defining the network configuration criteria
		9.1.3.T Identifying the different equipment components related to the network's operation
		9.1.4.T Identifying the operating method and physical capacities of the main switches
		9.1.5.T Reading a network plan
		9.1.6.T Reading the growth reports
		9.1.7.T Reading a geographic map
	9.2.T Using tools and systems	9.2.1.T Operating word processing software
		9.2.2.T Using network representation software
		9.2.3.T Using network usage rate software
		9.2.4.T Using financial project management software
INTERPERSONAL RELATIONSHIPS	9.3.T Communicating in the workplace	9.3.1.T Conveying technical and general information on the company
		9.3.2.T Making presentations
		9.3.3.T Gathering information
		9.3.4.T Expressing oneself effectively in languages used in projects
	9.4.T Working on a cross-functional team	9.4.1.T Diffusing conflict situations
		9.4.2.T Analyzing a situation from a global perspective
		9.4.3.T Team problem solving
		9.4.4.T Preparing and leading meetings
		9.4.5.T Applying organization principles for repetitive tasks
		9.4.6.T Working with individuals from different backgrounds and disciplines

LIST OF COMPETENCIES AND COMPETENCY INDICATORS, BY PROCESS

Process   9 : MANAGING A NETWORK

Category	Competency	Competency Indicator
MANAGEMENT	9.5.T Organizing one's work and managing the information	9.5.1.T Structuring files in a methodical manner in order to maximize the accessibility of information
		9.5.2.T Keeping one's knowledge up to date in one's field of expertise
		9.5.3.T Identifying the strategic nature of the information conveyed
	9.6.T Innovating and adapting to change	9.6.1.T Researching innovative strategies for implementing solutions
		9.6.2.T Demonstrating an interest in challenges, change, and new situations
		9.6.3.T Modifying or re-focusing one's actions in accordance with new data
		9.6.4.T Proposing new ideas or avenues for improving products or services