

6/30/2003

## **Clinger-Cohen Core Competencies Revised June 2003**

The Clinger-Cohen Core Competencies have been endorsed to serve as a baseline to assist government agencies in complying with Section 5125(C)(3) of the Clinger-Cohen Act. To perform effectively in each competency area below, an organization should possess the knowledge, skills and abilities in each competency.

### **1.0 Policy and Organizational**

- 1.1 Department/Agency missions, organization, functions, policies, procedures
- 1.2 Governing laws and regulations (e.g., the Clinger-Cohen Act, E-Government Act, GPRA, PRA, GPEA, OMB Circulars A-11 and A-130, PDD 63)
- 1.3 Federal government decision-making, policy making process and budget formulation and execution process
- 1.4 Linkages and interrelationships among Agency Heads, COO, CIO, and CFO functions
- 1.5 Intergovernmental programs, policies, and processes
- 1.6 Privacy and security
- 1.7 Information management

### **2.0 Leadership/Managerial**

- 2.1 Defining roles, skill sets, and responsibilities of Senior Officials, CIO staff and stakeholders
- 2.2 Methods for building federal IT management and technical staff expertise
- 2.3 Competency testing - standards, certification, and performance assessment
- 2.4 Partnership/team-building techniques
- 2.5 Personnel performance management techniques
- 2.6 Principles and practices of knowledge management
- 2.7 Practices which attract and retain qualified IT personnel

### **3.0 Process/Change Management**

- 3.1 Techniques/models of organizational development and change
- 3.2 Techniques and models of process management and control
- 3.3 Modeling and simulation tools and methods
- 3.4 Quality improvement models and methods
- 3.5 Business process redesign/reengineering models and methods

### **4.0 Information Resources Strategy and Planning**

- 4.1 IT baseline assessment analysis
- 4.2 Interdepartmental, inter-agency IT functional analysis
- 4.3 IT planning methodologies
- 4.4 Contingency planning
- 4.5 Monitoring and evaluation methods and techniques

## **5.0 IT Performance Assessment: Models and Methods**

- 5.1 GPRA and IT: Measuring the business value of IT, and customer satisfaction
- 5.2 Monitoring and measuring new system development: When and how to "pull the plug" on systems
- 5.3 Measuring IT success: practical and impractical approaches
- 5.4 Processes and tools for creating, administering, and analyzing survey questionnaires
- 5.5 Techniques for defining and selecting effective performance measures
- 5.6 Examples of and criteria for performance evaluation
- 5.7 Managing IT reviews and oversight processes

## **6.0 Project/Program Management**

- 6.1 Project scope/requirements management
- 6.2 Project integration management
- 6.3 Project time/cost/performance management
- 6.4 Project quality management
- 6.5 Project risk management
- 6.6 Project procurement management
- 6.7 System life cycle management
- 6.8 Software development

## **7.0 Capital Planning and Investment Assessment**

- 7.1 Best practices
- 7.2 Cost benefit, economic, and risk analysis
- 7.3 Risk management- models and methods
- 7.4 Weighing benefits of alternative IT investments
- 7.5 Capital investment analysis- models and methods
- 7.6 Business case analysis
- 7.7 Integrating performance with mission and budget process
- 7.8 Investment review process
- 7.9 Intergovernmental, Federal, State, and Local Projects

## **8.0 Acquisition**

- 8.1 Alternative functional approaches (necessity, government, IT) analysis
- 8.2 Alternative acquisition models
- 8.3 Streamlined acquisition methodologies
- 8.4 Post-award IT contract management models and methods, including past performance evaluation
- 8.5 IT acquisition best practices

## **9.0 E-Government/Electronic Business/Electronic Commerce**

- 9.1 Strategic business issues & changes w/advent of E-Gov/EB/EC
- 9.2 Web development strategies
- 9.3 Industry standards and practices for communications
- 9.4 Channel issues (supply chains)
- 9.5 Dynamic pricing
- 9.6 Consumer/citizen information services
- 9.7 Social issues

## **10.0 IT security/information assurance**

- 10.1 Fundamental principles and best practices in IA
- 10.2 Threats and vulnerabilities to IT systems
- 10.3 Legal and policy issues for management and end users
- 10.4 Sources for IT security assistance
- 10.5 Standard operating procedures for reacting to intrusions/misuse of federal IT systems

## **11.0 Enterprise Architecture**

- 11.1 Enterprise architecture functions and governance
- 11.2 Key enterprise architecture concepts
- 11.3 Enterprise architecture development and maintenance
- 11.4 Use of enterprise architecture in IT investment decision making
- 11.5 Interpretation of enterprise architecture models and artifacts
- 11.6 Data management
- 11.7 Performance measurement for enterprise architecture

## **12.0 Technical**

- 12.1 Emerging/developing technologies
- 12.2 Information delivery technology (internet, intranet, kiosks, etc.)
- 12.3 Desk Top Technology Tools