



5 European Role Profiles for AAL professions

e-Jobs-Observatory.eu



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Summary Guide to the European Role Profiles for Ambient Assisted Living (AAL) Functions

The present document displays the knowledge, skills and competences required in the five currently most common **AAL Role Profiles at European level**. These AAL Role Profiles have been prepared by experts in the identification of digital Role Profiles, who have generated them after carefully analysing the job market needs from the employers' perspective, **within the CompAAL project**.

The present document includes the following AAL Role Profiles:

- AAL System Architect
- AAL Solutions and System Developer
- AAL Maintenance Specialist
- AAL Community Manager
- AAL Consultant

The CompAAL project is co-funded by the European Commission and runs within the framework of the e-jobs Observatory initiative, which is a network of stakeholders in the field of e-jobs, with the objective to improve the market-nearness of trainings for e-jobs.

According to the e-jobs-observatory strategy, the purpose of the Role Profiles is to present current demand-driven competences in a format which is easy to understand and to apply.

The methodology used by the e-Jobs Observatory aims at providing Role Profiles that are generated and presented, according to the e-Competence Framework, a European reference framework, developed by the [European Standardisation organisations' Working Group on ICT Skills \(CEN Working Group on ICT Skills\)](#)¹.

Below, you will find a summary guide to understand the AAL European Specialist Role Profiles.

Each Role Profile is divided into two sections:

1. Role description

This consists of a table as follows (all entries in italics are explanations for the items listed in the left-hand column):

Role title	<i>Role Profile name.</i>
Also known as	<i>Alternative titles that may be found and used by the market for this Role Profile.</i>
Relevant professions	<i>Professions for which these Role Profiles are relevant.</i>
Summary statement	<i>Indicates the main purpose of the Job role.</i>

¹ The [CEN Working Group on ICT Skills](#) aims to address e-Skills shortages, gaps and mismatches as well as a persistent digital divide that affects productivity growth, competitiveness, innovation, employment and social cohesion in Europe and supports the employment strategy for ICT, particularly the increase in highly qualified ICT labour and promotion of digital skills across workforce.



Mission	<i>Describes the rationale of the Job role.</i>
Deliverables: Accountable/Responsible/Contributor	<i>Outlines the activities and their related outputs for which this Role is accountable/responsible/contributor.</i>
Main task/s	<i>Lists the main tasks to be performed by the Job Role.</i>
Environment	<i>Brief description of the Job Role's working environment.</i>
KPI's	<i>Indicators that allow measurement of the deliverables of the Job role.</i>

2. Role profile

This section consists of two sub-sections (Profile Summary, Detailed Profile), each comprising a different table. The format of the table of the first sub-section (**Profile Summary**) is as follows:

Area	No.	Competence	Importance	Technical					Behavioural										Business																							
				T01 ¹	T02 ²	T03	T04 ³	T05	B01 ¹	B02 ²	B03 ³	B04 ⁴	B05 ⁵	B05b	B06 ⁶	B07 ⁷	B08 ⁸	B09 ⁹	B10 ¹⁰	B11 ¹¹	B12	M01 ¹	M02 ²	M03a	M03b	M03c	M03d	M03e	M03f	M03g	M04 ¹	M05										
Plan	A.1	IS and Business Strategy Alignment																																Can measure and report on AAL								
	A.2	Service Level Management																																	Can explain how (technical) AAL measures add value to the business							
	A.3	Business Plan Development	high	X	X	X	X																										Has knowledge of intellectual property/rights issues									
	A.4	Product or Project Planning	low	X	X	X	X																													Has knowledge of environmental issues						
	A.5	Architecture Design																																				Has knowledge of labour issues				
	A.6	Application Design																																					Has knowledge of standards issues			
	A.7	Technology and Market Watching	medium			X		X																																Has knowledge of social issues		
	A.8	Sustainable Development																																							Has knowledge of healthcare issues	
	B.1	Design and Development	medium																																							Can lead a team
B.2	Systems Integration	low																																Has marketing knowledge								
B.3	Testing	high																																	Has knowledge of intellectual property/rights issues							
B.4	Solution Deployment																																Has knowledge of environmental issues									
B.5	Documentation Production	high																																		Has knowledge of labour issues						
C.1	User Support	high																																			Has knowledge of standards issues					
C.2	Change Support	high																																				Has knowledge of social issues				
C.3	Service Delivery	high																																					Has knowledge of healthcare issues			
C.4	Problem Management	medium																																						Has knowledge of standards issues		
Enable	D.1	Information Security Strat. Development																																								Can lead a team
	D.2	ICT Quality Strategy Development																																							Has marketing knowledge	
	D.3	Education and Training Provision																																	Has knowledge of intellectual property/rights issues							
	D.4	Purchasing																																Has knowledge of environmental issues								
	D.5	Sales Proposal Development																																		Has knowledge of labour issues						
	D.6	Channel Management	medium																																		Has knowledge of standards issues					
	D.7	Sales Management	medium	X																																		Has knowledge of social issues				
	D.8	Contract Management	medium																																				Has knowledge of healthcare issues			
	D.9	Personnel Development																																						Has knowledge of standards issues		
	D.10	Information and Knowledge Management																																								
Manage	E.1	Forecast Development	medium			X																											Has knowledge of labour issues									
	E.2	Project and Portfolio Management	medium																																						Has knowledge of standards issues	
	E.3	Risk Management	medium																																							Has knowledge of social issues
	E.4	Relationship Management	high																															Has knowledge of healthcare issues								
	E.5	Process Improvement	high																																Has knowledge of standards issues							
	E.6	ICT Quality Management	medium																																	Has knowledge of environmental issues						
	E.7	Business Change Management	medium																																		Has knowledge of labour issues					
	E.8	Information Security Management	medium																																				Has knowledge of standards issues			
	E.9	IT Governance																																						Has knowledge of environmental issues		

Structured in four dimensions, the Profile Summary reflects competence levels derived from the [European e-Competence Framework \(e-CF\)²](#) and a list of additional skills, including “soft skills”:
 The e-Competence Framework distinguishes 4 Dimensions:

² [The European e-Competence Framework \(e-CF\)](#) is a reference framework of 36 ICT practitioner and management competences, classified according to their corresponding ICT business areas, that can be used and understood by ICT user and supply companies, the public sector, educational and social partners across Europe.
 European Role Profiles for AAL professions



Dimension 1: reflects five e-Competence areas, derived from ICT business processes PLAN – BUILD – RUN – ENABLE – MANAGE.

Dimension 2: defines a set of e-Competences for each area (36 competences in total). The relative importance (low – medium – high) of the e-Competences for the specific Role Profile is defined in the next column.

Dimension 4: contains additional skills, including “soft skills” which qualify the e-Competences of dimension 2. These additional skills are divided in three categories: technical, behavioural, managerial skills.

Each e-Competence is coupled with one or more additional skills. Crosses are used to mark the additional skills that correspond to each e-Competence. This demonstrates that each e-Competence can be fully deployed, only if it is accompanied by additional skills.

The format of the table of the second sub-section (**Detailed Profile**) is as follows:

<i>Dimension 2: e-Competences: Title + generic description</i>		
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		

The Detailed Profile consists of several information squares. Each information square is focused on one single e-Competence, as displayed in the specific Role Profile and is structured in three dimensions: the ones displayed on the Profile Summary, plus **Dimension 3**, which lists proficiency levels for each e-Competence. The levels provide statements of typical expectations of achievements and abilities associated with qualifications. These derive from the [European Qualification Framework](#)³. Levels escalate from Level 1 to Level 5. This aims at offering a more concrete description of each of the e-Competences composing the Role Profile.

³ The [European Qualification Framework](#) is a common European reference system which links different countries' national qualification systems and frameworks together.



AAL System Architect

1. Role description

Role title	AAL System Architect
Also known as	AAL System Architect
Relevant professions	
Summary statement	Determines the structure and management of a programme or computing system (software, hardware, interfaces).
Mission	To design, implement and integrate complex ICT solutions from a technical point of view, taking into account/according to the needs of the customers. Call for a set of modules and components that will populate the architecture. Ensure that technical solutions, procedures and models for development are up-to-date and comply with standards. Observe technical developments and integrate them into new solutions. Act as a team leader for developers and technical experts.
Responsibility	Design and implementation of a adequate technology proposal.
Deliverables/Contributions	<ul style="list-style-type: none"> • Solution specification • Designing the Integration of software and hardware components into the system • Development process
Main task/s	<ul style="list-style-type: none"> • Analysing and identifying complexity of the requirements • Designing the IT-structure • Identifying needed processes • Defining the technical and human interfaces • Identifying the technological and functional risks • Specify and design complex ICT solutions • Planning time, cost and quality of the designed and specified solution • Lead development and integration of components • Lead or conduct system integration • Documents draft architectural views
Environment	Usually works with the component developers to whom he provides guidelines and monitors their progress. Also works with the AAL Consultant and the AAL Community Manager.
KPI's	<ul style="list-style-type: none"> • Projects on time, on budget and according to specifications • Effectiveness and efficiency of solution implementation



2.2. Detailed Profile

A. PLAN

A.5 Architecture Design

<i>Dimension 2: e-Competences: Title + generic description</i>	Specifies, refines, updates and makes available a formal approach to implement solutions, necessary to develop and operate the IS architecture. Manages the relationships with the AAL stakeholders to ensure that the architecture is in line with AAL requirements. Identifies the need for change and the components involved; hardware, software, applications, processes, information and technology platform. Ensures that all aspects take account of interoperability, scalability, usability and security.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to define relevant AAL technology and specifications to be deployed in the construction of multiple AAL projects, applications or infrastructure improvements.
	Level 4	Define the strategy to implement ICT technology compliant with AAL market needs, while taking account the current technology platform, obsolescent equipment and latest technological innovations.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B03: Is precise and aware of details ✓ B04: Is user / customer oriented ✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse (assess, evaluate, critique, test) ✓ B12: Can explain (defend, argue, justify) ✓ M03b: Has knowledge of healthcare issues ✓ M03d: Has knowledge of standards issues ✓ M05: Can lead a team 	

A.6 Application Design

<i>Dimension 2: e-Competences: Title + generic description</i>	Defines the most suitable AAL ICT solutions, in accordance with AAL policy and user/customer needs. Estimates development, installation and maintenance of application costs. Selects appropriate technical options for solution design, optimising the balance between cost and quality. Identifies a common reference framework to validate the models with representative users.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises the overall planning of the design of the application.
	Level 3	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment and complies with user/customer needs.
	Level 4	
	Level 5	



<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T05: Has knowledge about latest AAL developments ✓ B03: Is precise and aware of details ✓ B04: Is user / customer oriented ✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse (assess, evaluate, critique, test) ✓ B12: Can explain (defend, argue, justify) ✓ M03b: Has knowledge of healthcare issues ✓ M03d: Has knowledge of standards issues ✓ M05: Can lead a team
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A.7 Technology and Market Watching

<i>Dimension 2: e-Competences: Title + generic description</i>	Explores latest AAL technological developments to establish understanding of evolving technologies. Devises innovative solutions for integration of new technology into existing AAL products, applications or services or for the creation of new solutions.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Is aware of technology improvements in his field of competence and is able to integrate them, if necessary, in his planning in accordance with specifications.
	Level 3	Is actively looking out for new technology improvements in his field of competence. Can identify the articulations between emerging technologies in the field of AAL and user requirements in accordance with overall communication plans.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T05: Has knowledge about latest AAL developments ✓ B01: Is creative, imaginative ✓ B04: Is customer oriented ✓ M03b: Has knowledge of healthcare issues 	

A.8 Sustainable Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Estimates the impact of AAL solutions. Advises AAL stakeholders on sustainable solutions that are consistent with the AAL strategy.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Promotes awareness, training and commitment for the deployment of sustainable AAL solutions and applies the necessary tools for piloting this approach.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B05: Is committed to corporate strategy and aware of corporate culture 	



B. BUILD

B.1 Design and Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Designs and engineers software and/ or hardware components to meet required specifications. Follows a systematic methodology to analyse and build the required components and interfaces. Performs unit and system testing to ensure requirements are met.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Acts creatively to develop and integrate components into a larger product.
	Level 4	Develops standard procedures and architectures in support of cohesive product development.
	Level 5	Has ultimate responsibility for strategic direction of the AAL product, technical architecture or technology development.
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B04: Is user / customer oriented ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse (assess, evaluate, critique, test) 	

B.2 Systems Integration

<i>Dimension 2: e-Competences: Title + generic description</i>	Installs additional hardware, software or sub system components into an existing or proposed system. Complies with established processes and procedures (e.g. configuration management), taking into account the specification, capacity and compatibility of existing and new modules to ensure integrity and interoperability. Verifies system performance and ensures formal sign off and documentation of successful integration.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to identify compatibility of software and hardware specifications. Documents all activities during installation and records deviations and remedial activities.
	Level 3	Complies with appropriate standards and change control procedures to maintain integrity of the overall system functionality and reliability.
	Level 4	Creates a process for the entire integration cycle, including the establishment of internal standards of practice. Provides advice to marshal and assign resources for programmes of integration.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T05: Has knowledge about the latest AAL developments ✓ B07: Has presentation / moderation skills ✓ B08: Can communicate effectively (also in foreign languages) ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse (assess, evaluate, critique, test) ✓ B12: Can explain (defend, argue, justify) 	



B.3 Testing

<i>Dimension 2: e-Competences: Title + generic description</i>	Constructs and executes systematic test procedures for IT systems or customer usability requirements to establish compliance with AAL design specifications. Ensures that new or revised components or systems perform to expectation. Ensures meeting of internal, external, national and international standards; including health and safety, usability, performance, reliability or compatibility. Produces documents and reports to evidence certification requirements.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises test programmes and builds scripts to stress test potential vulnerabilities. Records and reports outcomes providing analysis of results.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ B11: Can analyse (assess, evaluate, critique, test) 	

B.4 Solution Deployment

<i>Dimension 2: e-Competences: Title + generic description</i>	Following predefined general standards of practice, carries out planned necessary interventions to implement AAL solutions, including installing, upgrading or decommissioning. Configures hardware, software or network to ensure interoperability of system components and debugs any resultant faults or incompatibilities. Engages additional specialist resources, if required, such as third party network providers. Formally hands over fully operational AAL solution to user and completes documentation, recording all relevant information, including equipment addressees, configuration and performance data.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to build or deconstruct animation elements in a complex AAL environment. Identifies non performing components and establishes root cause of failure within the overall solution. Provides support to less experienced colleagues.
	Level 3	Exploits specialist knowledge to influence solution construction. Gives advice on aligning work processes and procedures with software upgrades.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T05: Has knowledge about the latest AAL developments ✓ B07: Has presentation / moderation skills ✓ B08: Can communicate effectively (also in foreign languages) ✓ B11: Can analyse (assess, evaluate, critique, test) 	

B.5 Documentation Production

<i>Dimension 2: e-Competences: Title + generic description</i>	Produces documents describing AAL products, services, components or applications to establish compliance with relevant documentation requirements. Selects appropriate style and media for presentation materials. Creates templates for document-management systems. Ensures that functions and features are documented in an appropriate way. Ensures that existing documents are valid and up to date.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	Uses and applies standards to define document structure.
	Level 2	Determines documentation requirements taking into account the purpose and environment to which it applies.
	Level 3	adapts the level of detail according to the objective of the documentation and the targeted population.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ B03: Is precise and aware of detail 	

C. RUN

C.2 Change Support

<i>Dimension 2: e-Competences: Title + generic description</i>	Implements and provides guidance for the evolution of AAL solutions. Efficiently controls and schedules software or hardware modifications to prevent multiple upgrades creating unpredictable outcomes. Minimises service disruption as a consequence of changes and adheres to defined service level agreement (SLA).	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	During change, acts systematically to respond to day by day operational needs and react to them, avoiding service disruptions and maintaining coherence to service level agreement (SLA).
	Level 3	Ensures the integrity of the system by controlling the application of functional updates, software or hardware additions and maintenance activities. Complies with budget requirements.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ B11: Can analyse (assess, evaluate, critique, test) 	

C. 3 Service Delivery

<i>Dimension 2: e-Competences: Title + generic description</i>	Takes proactive steps to ensure a stable and secure application and AAL infrastructure. Updates operational document library and logs all operational events. Maintains monitoring and management tools (i.e. Scripts, Procedures...).	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Systematically analyses performance data and communicates findings to senior experts. Escalates potential service level failures and recommends actions to improve service reliability. Tracks reliability data against service level agreement.

	Level 3	Programmes the schedule of operational tasks. Manages costs and budget, according to the internal procedures and external constraints. Identifies people requirements to resource the operational management of the AAL infrastructure.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ B03: Is precise and aware of details ✓ B11: Can analyse (assess, evaluate, critique, test)

D. ENABLE

D.2 ICT Quality Strategy Development

Dimension 2: e-Competences: Title + generic description	Defines, improves and refines a formal strategy to satisfy customer expectations and improve business performance (balance between cost and risks). Identifies critical processes influencing service delivery and product performance for definition in the ICT quality management system. Uses defined standards to formulate objectives for service management, product and process quality. Identifies ICT quality management accountability.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	
	Level 5	Provides strategic advice to embed ICT quality (i.e. metrics and continuous improvement) into the culture of the organisation.
Dimension 4: Knowledge and Skills		<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B10: Can seek, organize and synthesize

E. MANAGE

E.1 Forecast Development

Dimension 2: e-Competences: Title + generic description	Interprets market needs and evaluates market acceptance of AAL products or services. Assesses the organisations' potential to meet future production and quality requirements. Applies relevant metrics to enable accurate decision making in support of production, marketing, sales and distribution functions.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Provide short-term forecast using market inputs and assessing the organisations production and selling capabilities.
	Level 4	Provides long-term forecast by understanding the global marketplace and identifying and evaluating relevant inputs from the broader business, political and social context.
	Level 5	

<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse (assess, evaluate, critique, test)
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E.2 Project and Portfolio Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He understands and applies the principles of project management. That means that he defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to apply methodologies, tools and processes. He is able to meet identified needs by implementing new, internal or external processes. He makes choices, gives instructions and bears responsibility for a team (i.e. relationship within the team, team objectives).	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects; plans and establishes objectives, quality, cost and time criterias.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ B09: Can work in a team	

E.3 Risk Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He implements the risk management with regard to online communication and the application of the enterprise defined risk management policy and procedure. He understands and applies the principles of risk management (i.e. assesses risk, documents potential risk and containment plans) and is able to investigate solutions to mitigate identified risks. He evaluates, manages and ensures the validation of exceptions and audits online communication processes and environment.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.
	Level 3	Decides on appropriate actions required to adapt security and address risk exposure. Evaluates, manages and ensures validation of exceptions; audits online communication processes and environment.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ B03: Is committed to corporate strategy and aware of corporate culture	



E.5 Process Improvement

<i>Dimension 2: e-Competences: Title + generic description</i>	Measures effectiveness of existing AAL processes. Researches and benchmarks ICT process design from a variety of sources. Follows a systematic methodology to evaluate, design and implement process or technology changes in the field of AAL for measurable business benefit. Assesses potential adverse consequences of process change.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Researches existing ICT processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.
	Level 4	Provides advice on innovations and improvements that will enhance competitiveness or efficiency.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ B10: Can seek, organize and synthesize 	

E.6 ICT Quality Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Implements AAL quality policy to maintain and enhance service and product provision. Plans and defines indicators to manage quality with respect to AAL strategy. Reviews quality performance indicators and recommends enhancements to influence continuous quality improvement.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Communicates and monitors application of the organisations quality policy.
	Level 3	Evaluates quality management indicators and processes based on AAL quality policy and proposes remedial action.
	Level 4	Assesses and estimates the degree to which quality requirements have been met and provides advice for quality policy implementation. Provides cross functional advice for setting and exceeding quality standards.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B11: Can analyse (assess, evaluate, critique, test) 	

E.7 Business Change Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Assesses the implications of new AAL IT solutions. Defines the requirements and quantifies the business benefits. Manages the deployment of change taking into account structural and cultural issues. Maintains business and process continuity throughout change, monitoring the impact, taking any required remedial action and refining approach.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	



	Level 4	Provides advice to plan, manage and implement significant AAL change.
	Level 5	Applies pervasive influence to imbed organisational change.
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T03: Can explain how (technical) AAL measures add value to the business 	

E.9 IT Governance

<i>Dimension 2: e-Competences: Title + generic description</i>	Defines, deploys and controls the management of information systems in line with business imperatives. Takes into account all internal and external parameters such as legislation and industry standard compliance to influence risk management and resource deployment to achieve balanced business benefit.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides advice for IT governance strategy by communicating, propagating and controlling relevant processes across the entire IT infrastructure.
	Level 5	Defines and aligns the IT governance strategy incorporating it into the organisations corporate governance strategy. Adapts the IT governance strategy to take into account new significant events arising from legal, economic, political, business or environmental issues.
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ B10: Can seek, organize and synthesize ✓ B12: Can explain (defend, argue, justify) ✓ M03a: Has knowledge of legal issues 	

AAL Solutions and System Developer

1. Role description

Role title	AAL Solutions and System Developer	
Also known as	AAL Component Developer / AAL Application Developer	
Relevant professions		
Summary statement	Developes, implements and tests AAL components and systems according to customer needs	
Mission	To create AAL components and systems, incl. devices (software, hardware, interfaces). Ensures building and implementing of ICT applications. Contributes to planning, low level design. Compiles diagnostic programmes, and designs and writes code for operating systems and software to ensure optimum efficiency and functionality. Produces components that implement specific functionality, within the context of a software architecture. He knows the technical 'state of the art' and is able to implement innovative solutions.	
Responsibility	Employ technologies for the creation of AAL products that best meet customers' expectations.	
Deliverables/Contributions	<ul style="list-style-type: none"> AAL related technologies Product specifications Product evaluation User requirements AAL systems architectures Implementation scenarios AAL systems deployment AAL tools and applications User manuals/ training materials Engineer component Shape documentation 	<ul style="list-style-type: none"> Potential risks and contingency plans Usability evaluation Interaction interfaces design Ergonomics design Usability issues analysis Suggestions for usability improvements Remote monitoring procedures and emergency actions Communication infrastructure Suggestion of privacy rules??
Main tasks	<ul style="list-style-type: none"> Analyzing the requirements of the application Translating the requirements into IT solutions Choosing and planing needed technology Identifying the use cases and transferring into IT-structures Implementing required functions in software moduls Designing relevant test cases Implementing test systems Eveluating hardware and software solutions under test Documenting the hardware, software and interface components Incorporating feasibility and risk of implemented solutions 	
Environment	<p>Usually works in tandem with several internal teams (evaluation, development, technical support teams etc.) and reports to a sector manager. Close cooperation with research institutions and caregivers is an asset in an early stage of market development</p> <p>Usually works with his peers component developers and hardware/software technicians. He receives guidelines / orders and reports to the AAL System Architect.</p>	
KPI's	<ul style="list-style-type: none"> Product effectiveness Stable, easy-to-use, high quality products at affordable prices Fully functional ICT components. 	



2. Role profile

2.1. Profile Summary

AAL Solutions and System Developer			Technical					Behavioural												Business																
Area	No.	Competence	Importance	T01	T02	T03	T04	T05	B01	B02	B03	B04	B05	B05b	B06	B07	B08	B09	B10	B11	B12	M01	M02	M03a	M03b	M03c	M03d	M03e	M03f	M03g	M04	M05				
Plan	A.1	IS and Business Strategy Alignment	medium			x							x																							
	A.2	Service Level Management																																		
	A.3	Business Plan Development																																		
	A.4	Product or Project Planning	high								x	x																								
	A.5	Architecture Design																																		
	A.6	Application Design	high	x	x			x					x						x							x									x	
	A.7	Technology and Market Watching	medium					x	x				x												x		x									
	A.8	Sustainable Development																							x											
Build	B.1	Design and Development	high	x				x	x	x	x	x	x					x	x																	
	B.2	Systems Integration	high	x																						x										
	B.3	Testing	high								x															x										
	B.4	Solution Deployment	high					x				x	x													x										
	B.5	Documentation Production	medium	x								x														x										
Run	C.1	User Support																																		
	C.2	Change Support	medium																																	
	C.3	Service Delivery	medium																																	
	C.4	Problem Management	low						x			x	x																							
Enable	D.1	Information Security Strat. Development																																		
	D.2	ICT Quality Strategy Development																																		
	D.3	Education and Training Provision																																		
	D.4	Purchasing																																		
	D.5	Sales Proposal Development																																		
	D.6	Channel Management																																		
	D.7	Sales Management																																		
	D.8	Contract Management																																		
	D.9	Personnel Development																																		
	D.10	Information and Knowledge Management																																		
Manage	E.1	Forecast Development																																		
	E.2	Project and Portfolio Management																																		
	E.3	Risk Management																																		
	E.4	Relationship Management																																		
	E.5	Process Improvement																																		
	E.6	ICT Quality Management																																		
	E.7	Business Change Management																																		
	E.8	Information Security Management																																		
	E.9	IT Governance																																		

Can lead a team

Has marketing knowledge

Has knowledge of intellectual property rights issues

Has knowledge of environmental issues

Has knowledge of labour issues

Has knowledge of standards issues

Has knowledge of social issues

Has knowledge of healthcare issues

Has knowledge of legal issues

Has knowledge of budgeting / estimating issues and practices

Has knowledge of project management principles

Can explain (defend, argue, justify)

Can analyse (assess, evaluate, critique, test)

Can seek, organize and synthesize

Can work in a team

Can communicate effectively (also in foreign languages)

Has presentation / moderation skills

Has good interpersonal skills

Is technology savvy

Is committed to corporate strategy and aware of corporate culture

Is customer oriented

Is precise and aware of details

Is ethical

Is creative, imaginative

Has knowledge about latest AAL developments

Has knowledge about compliance with healthcare laws and policies

Can explain how (technical) AAL measures add value to the business

Can measure and report on AAL



2.2. Detailed Profile

A. PLAN

A.1 IS and Business Strategy Alignment

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL Solutions and System Developer is aware of the long term business requirements and determines the IS model in line with the organisation's AAL policy.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Provides advice for the construction and implementation of long term innovative IS solutions.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B03: Is precise and aware of details ✓ B05: Is committed to corporate strategy and aware of corporate culture 	

A. 4 Product or project Planning

<i>Dimension 2: e-Competences: Title + generic description</i>	In analysing and defining the current and target status of a ICT Structure and the architecture of AAL components and system. He plans the development, implementation and test of the components and system.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to document standard and simple elements of project.
	Level 3	Exploits specialist knowledge in specification development to create and maintain complex documents of the project.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B04: Is user / customer-orientated 	

A.6 Application Design

<i>Dimension 2: e-Competences: Title + generic description</i>	Defines the most suitable AAL ICT solutions, in accordance with ICT policy and user/customer needs. Estimates development, installation and maintenance of application costs. Selects appropriate technical options for solution design, optimising the balance between cost and quality. Identifies a common reference framework to validate the models with representative users.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises the overall planning of the design of the application.
	Level 3	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment and complies with user/customer needs.



	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T05: Has knowledge about latest AAL developments ✓ B04: Is customer oriented ✓ B09: Can work in a team ✓ M03b: Has knowledge of healthcare issues ✓ M03d: Has knowledge of standards issues ✓ M04: Has marketing knowledge 	

A.7 Technology and Market Watching

<i>Dimension 2: e-Competences: Title + generic description</i>	Explores latest AAL technological developments to establish understanding of evolving technologies. Devises innovative solutions for integration of new technology into existing products, applications or services or for the creation of new solutions.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Is aware of technology improvements in his field of competence and is able to integrate them, if necessary, in his planning in accordance with specifications.
	Level 3	Is actively looking out for new technology improvements in his field of competence. Can identify the articulations between emerging technologies in the field of AAL and user requirements in accordance with overall communication plans.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		<ul style="list-style-type: none"> ✓ T05: Has knowledge about latest AAL developments ✓ B01: Is creative, imaginative ✓ B04: Is customer oriented ✓ M03b: Has knowledge of healthcare issues

B. BUILD

B.1 Design and Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Designs and engineers software and/ or hardware components to meet required specifications. Follows a systematic methodology to analyse and build the required components and interfaces. Performs unit and system testing to ensure requirements are met.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Systematically develops small animation components or modules.
	Level 3	Acts creatively to develop and integrate animation components into a larger project.
	Level 4	
	Level 5	



<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ T05: Has knowledge about latest AAL developments ✓ B01: Is creative, imaginative, artistic ✓ B02: Is ethical ✓ B03: Is precise and aware of details ✓ B04: Is customer orientated ✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B09: Can work in a team ✓ B10: Can seek, organize and synthesize
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B.2 Systems Integration

<i>Dimension 2: e-Competences: Title + generic description</i>	Installs additional hardware, software or sub system components into an existing or proposed system. Complies with established processes and procedures (e.g. configuration management), taking into account the specification, capacity and compatibility of existing and new modules to ensure integrity and interoperability. Verifies system performance and ensures formal sign off and documentation of successful integration.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to identify compatibility of software and hardware specifications. Documents all activities during installation and records deviations and remedial activities.
	Level 3	Accounts for own and others actions in the integration process. Complies with appropriate standards and change control procedures to maintain integrity of the overall system functionality and reliability.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse (assess, evaluate, critique, test) ✓ B12: Can explain (defend, argue, justify) ✓ M03c: Has knowledge of social issues 	

B.3 Testing

<i>Dimension 2: e-Competences: Title + generic description</i>	S/He has specialist knowledge to organise complex testing programmes for AAL communication modules and customer usability requirements. These tests ensure that all internal, external, national and international standards are met and that the performance of the new or revised components conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users, maintainers.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises test programmes, records and reports outcomes providing analysis of results.
	Level 3	Exploits specialist knowledge to supervise complex testing programmes. Ensures tests and results are documented to provide input to subsequent process owners such as designers, users or maintainers. Accountable for compliance with testing procedures, including a documented audit trail.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B03: Is precise and aware of details ✓ B11: Can analyse ✓ M03c: Has knowledge of social issues 	



B.4 Solution Deployment

<i>Dimension 2: e-Competences: Title + generic description</i>	Following predefined general standards of practice, carries out planned necessary interventions to implement AAL solutions, including installing, upgrading or decommissioning. Configures hardware, software or network to ensure interoperability of system components and debugs any resultant faults or incompatibilities. Engages additional specialist resources, if required, such as third party network providers. Formally hands over fully operational AAL solution to user and completes documentation, recording all relevant information, including equipment addressees, configuration and performance data.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to build or deconstruct animation elements in a complex AAL environment. Identifies non performing components and establishes root cause of failure within the overall solution. Provides support to less experienced colleagues.
	Level 3	Exploits specialist knowledge to influence solution construction. Gives advice on aligning work processes and procedures with software upgrades.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T05: Has knowledge about latest AAL developments ✓ B03: Is precise and aware of details ✓ B04: Is customer oriented ✓ M03c: Has knowledge of social issues 	

B.5 Documentation Production

<i>Dimension 2: e-Competences: Title + generic description</i>	He takes input from technical authors to organise the production of different documents according to the requirement of the project or application. He prepares the presentation by selecting the appropriate style and media and by describing the different function and features. The AAL online community manager is also responsible for the document-management system and the update and validation of the existing documentation relative to communicating with online communities.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises the production of documents taking input from technical authors.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ B03: Is precise and aware of detail ✓ M03c: Has knowledge of social issues 	



C. RUN

C.2 Change Support

<i>Dimension 2: e-Competences: Title + generic description</i>	Implements and provides guidance for the evolution of an AAL solution. Efficiently controls and schedules software or hardware modifications to prevent multiple upgrades creating unpredictable outcomes. Minimises service disruption as a consequence of changes and adheres to defined service level agreement (SLA).	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Acts systematically to respond to day by day operational needs and react to them, avoiding service disruptions and maintaining coherence to service level agreement (SLA). Ensures the integrity of the system by controlling the application of functional updates, software or hardware additions and maintenance activities. Complies with budget requirements.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ B11: Can analyse (assess, evaluate, critique, test)	

C.3 Service Delivery

<i>Dimension 2: e-Competences: Title + generic description</i>	Acts systematically to analyse performance data and communicates these findings to his senior colleagues. He handles monitoring and management tools such as Scripts and Procedures. He updates the operational document library and logs all operational events. He ensures a stable and secure AAL communication application and infrastructure by escalating potential service level failures and recommending actions for service improvement.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B03: Is precise and aware of details ✓ B08: Can communicate effectively (also in foreign language) ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse 	

C.4 Problem Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Identifies and resolves the root cause of incidents. Takes a proactive approach to the root cause of ICT problems. Deploys a knowledge system based on recurrence of common errors.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	



	Level 3	Exploits specialist AAL communication related knowledge and in depth understanding of the underlying AAL IT infrastructure and problem management process to identify failures and resolve them with minimum outage. Makes sound decisions in emotionally charged environments on appropriate action required to minimise user impact. Rapidly identifies failing component, selects alternatives such as repair, replace or reconfigure.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none">✓ B01: Is creative, imaginative, artistic✓ B03: Is precise and aware of details✓ B10: Can seek, organize and synthesize✓ B11: Can analyse✓ B12: Can explain	



AAL Maintenance Specialist

1. Role description

Role title	AAL Maintenance Specialist
Also known as	
Relevant professions	
Summary statement	Installs, configures and maintains AAL products, components and systems; provides technical assistance (online support or on the spot).
Mission	“Keep things going” from the technical point of view. To support, install, configure and repair the system incl. the components
Responsibility	Give technical support, install updates and upgrades. Install hardware, network, components of the system, repair or deliver parts if they are defect.
Deliverables/Contributions	<ul style="list-style-type: none"> • Software and hardware components • System and network components • Failure and change reports • Solution instructions
Main task/s	<ul style="list-style-type: none"> • Technical monitoring and support • Analyse and identify software and hardware problems • Discussing and solving the problems in the developing team • Managing and explaining the solutions related to time, quality and cost • Change or repair components or parts of the system • Estimating the risk of repairing and changing a faulty system • Explaining the change and an altered function • Calculating the complexity and cost of maintenance • Using the newest and best solution of components, functions and systems • Install the system and network incl. internet connection • Install updates and upgrades • Support and instruct the customers
Environment	Usually works independently in close collaboration with the IT facilities, AAL Community Manager and CSR departments. The AAL Maintenance Specialist can work as an external or internal supplier of services.
KPI's	<ul style="list-style-type: none"> • Customer satisfaction • Reliability of systems and components • Trouble-free running system



2. Role profile

2.1. Profile Summary

AAL Maintenance Specialist			Technical					Behavioural												Business																	
Area	No.	Competence	Importance	T01	T02	T03	T04	T05	B01	B02	B03	B04	B05	B05b	B06	B07	B08	B09	B10	B11	B12	M01	M02	M03a	M03b	M03c	M03d	M03e	M03f	M03g	M04	M05					
Plan	A.1	IS and Business Strategy Alignment	medium																														x				
	A.2	Service Level Management																																			
	A.3	Business Plan Development																																			
	A.4	Product or Project Planning																																			
	A.5	Architecture Design																																			
	A.6	Application Design																																			
	A.7	Technology and Market Watching	medium					x	x			x																									
	A.8	Sustainable Development																								x											
Build	B.1	Design and Development	medium																		x																
	B.2	Systems Integration	high	x																	x	x	x														
	B.3	Testing	medium									x																									
	B.4	Solution Deployment	high					x																													
	B.5	Documentation Production										x																									
Run	C.1	User Support	medium																																		
	C.2	Change Support	medium																																		
	C.3	Service Delivery																																			
	C.4	Problem Management	medium						x		x	x				x																					
Enable	D.1	Information Security Strat. Development																																			
	D.2	ICT Quality Strategy Development																																			
	D.3	Education and Training Provision																																			
	D.4	Purchasing																																			
	D.5	Sales Proposal Development																																			
	D.6	Channel Management																																			
	D.7	Sales Management																																			
	D.8	Contract Management																																			
	D.9	Personnel Development																																			
	D.10	Information and Knowledge Management																																			
Manage	E.1	Forecast Development																																			
	E.2	Project and Portfolio Management	medium	x																																	
	E.3	Risk Management	medium	x																																	
	E.4	Relationship Management	medium		x							x																									
	E.5	Process Improvement																																			
	E.6	ICT Quality Management	high					x																													
	E.7	Business Change Management																																			
	E.8	Information Security Management																																			
	E.9	IT Governance																																			



2.2. Detailed Profile

A. PLAN

A.1 IS and Business Strategy Alignment

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL Maintenance Specialist is aware of the long term business requirements and determines the IS model in line with the organisation's AAL policy.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides advice for the implementation and maintenance of long term innovative IS solutions.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		✓ M04: Has marketing knowledge

A.7 Technology and Market Watching

<i>Dimension 2: e-Competences: Title + generic description</i>	Explores latest AAL technological developments to establish understanding of evolving technologies. Devises innovative solutions for integration of new technology into existing products, applications or services or for the creation of new solutions.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Is aware of technology improvements in his field of competence and is able to integrate and maintain them.
	Level 3	Is actively looking out for new technology improvements in his field of competence.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		<ul style="list-style-type: none"> ✓ T05: Has knowledge about latest AAL developments ✓ B01: Is creative, imaginative ✓ B04: Is customer oriented ✓ M03b: Has knowledge of healthcare issues

B. BUILD

B.1 Design and Development

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL Maintenance Specialist may reconstruct and repair the communication modules and components and the whole ALL monitoring and assistance system. In doing so, he always considers the required specifications. He may test singular units and the whole system to ensure that all functional and performance function are working in a correct way.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Systematically repair and substitute components or modules.
	Level 3	



	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ B10: Can seek, organize and synthesize	

B.2 Systems Integration

<i>Dimension 2: e-Competences: Title + generic description</i>	Installs additional hardware, software or sub system components into an existing or proposed system. Complies with established processes and procedures (e.g. configuration management), taking into account the specification, capacity and compatibility of existing and new modules to ensure integrity and interoperability. Verifies system performance and ensures formal sign off and documentation of successful integration.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to identify compatibility of software and hardware specifications. Documents all activities during installation and records deviations and remedial activities.
	Level 3	Accounts for own and others actions in the integration process. Complies with appropriate standards and change control procedures to maintain integrity of the overall system functionality and reliability.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse (assess, evaluate, critique, test) ✓ B12: Can explain (defend, argue, justify) 	

B.3 Testing

<i>Dimension 2: e-Competences: Title + generic description</i>	S/He has specialist knowledge to organise complex testing programmes for AAL communication modules and customer usability requirements. These tests ensure that all internal, external, national and international standards are met and that the performance of the new or revised components conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users, maintainers.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises test programmes, records and reports outcomes providing analysis of results.
	Level 3	Exploits specialist knowledge to supervise complex testing programmes. Ensures tests and results are documented to provide input to subsequent process owners such as designers, users or maintainers. Accountable for compliance with testing procedures, including a documented audit trail.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B03: Is precise and aware of details ✓ B11: Can analyse 	



B.4 Solution Deployment

<i>Dimension 2: e-Competences: Title + generic description</i>	Following predefined general standards of practice, carries out planned necessary interventions to implement AAL solutions, including installing, upgrading or decommissioning. Configures hardware, software or network to ensure interoperability of system components and debugs any resultant faults or incompatibilities. Engages additional specialist resources, if required, such as third party network providers. Formally hands over fully operational AAL solution to user and completes documentation, recording all relevant information, including equipment addressees, configuration and performance data.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to build or deconstruct animation elements in a complex AAL environment. Identifies non performing components and establishes root cause of failure within the overall solution. Provides support to less experienced colleagues.
	Level 3	Exploits specialist knowledge to influence solution construction and maintenance. Gives advice on aligning work processes and procedures with software upgrades.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T05: Has knowledge about latest AAL developments ✓ B03: Is precise and aware of details 	

C. RUN

C.2 Change Support

<i>Dimension 2: e-Competences: Title + generic description</i>	Implements and provides guidance for the evolution of an AAL solution. Efficiently controls and schedules software or hardware modifications to prevent multiple upgrades creating unpredictable outcomes. Minimises service disruption as a consequence of changes and adheres to defined service level agreement (SLA).	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Acts systematically to respond to day by day operational needs and react to them, avoiding service disruptions and maintaining coherence to service level agreement (SLA). Ensures the integrity of the system by controlling the application of functional updates, software or hardware additions and maintenance activities. Complies with budget requirements.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B11: Can analyse (assess, evaluate, critique, test) 	

C.4 Problem Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Identifies and resolves the root cause of incidents. Takes a proactive approach to the root cause of ICT problems. Deploys a knowledge system based on recurrence of common errors.	
<i>Dimension 3: e-</i>	Level 1	



<i>Competence proficiency levels</i>	Level 2	
	Level 3	Exploits specialist AAL communication related knowledge and in depth understanding of the underlying AAL IT infrastructure and problem management process to identify failures and resolve them with minimum outage. Makes sound decisions in emotionally charged environments on appropriate action required to minimise user impact. Rapidly identifies failing component, selects alternatives such as repair, replace or reconfigure.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B01: Is creative, imaginative, artistic ✓ B03: Is precise and aware of details ✓ B04: Is customer oriented ✓ B06: Has good interpersonal skills ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse ✓ B12: Can explain 	

E. MANAGE

E.2 Project and Portfolio Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He understands and applies the principles of project management. That means that he defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to apply methodologies, tools and processes. He is able to meet identified needs by implementing new, internal or external processes. He makes choices, gives instructions and bears responsibility for a team (i.e. relationship within the team, team objectives). He communicates the detected problems with the supplier and the customer.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ B08: Can communicate effectively 	

E.3 Risk Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He understands and applies the principles of risk management (i.e. assesses risk, documents potential risk and containment plans) and is able to investigate solutions to mitigate identified risks. He evaluates, manages and ensures the validation of exceptions and audits online communication processes and environment.	
<i>Dimension 3: e-</i>	Level 1	



<i>Competence proficiency levels</i>	Level 2	Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.
	Level 3	Understands and applies the principles of risk management and repairs or substitutes components and modules of ICT solutions to mitigate identified risks.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T02: Has knowledge about existing best practice frameworks in IT ✓ B08: Can communicate effectively 	

E.4 Relationship Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He is responsible for a positive relationship between the community manager, user and the supplier. He maintains a regular communication with them and he is familiar with their problems and environment. He ensures that all the needs, concerns and also complaints of the user are understood and addressed in accordance with technical solutions and employment.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Positively interacts with users, suppliers and community manager
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ B04: Is customer oriented 	

E.6. ICT Quality Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He is responsible for the implementation and assurance of the AAL communication quality policy and the continuous quality improvement. He plans and defines indicators to manage the quality with respect to AAL communication strategy and to review the performance. He evaluates these indicators to propose remedial action.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Evaluates quality management indicators and processes based on AAL communication quality policy and proposes remedial action.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T05: Has knowledge about latest AAL developments 	

AAL Community Manager

1. Role description

Role title	AAL Community manager	
Also known as	AAL Assistant / Social Networker / Social care facilitator/ Social inclusion Facilitator	
Relevant professions		
Summary statement	<p>Provide an interactive environment in which persons benefitting of assistance are connected with care providers and with their broader environment.</p> <p>Partner of the customer: trains, attends and supports customer, co-ordinates care services and social interactions which are facilitated by AAL technologies ensuring the wellbeing and social inclusion of the customer.</p>	
Mission	<p>Support Customer and coordinates care services:</p> <ul style="list-style-type: none"> • Help customer benefitting of assistance to remain socially included and connected through ICT-based monitoring and assistance tools • Create and maintain such socially inclusive and collaborative ICT applications in order to foster a sense of being socially included and taken care of. <p>Work in tandem with care providers, Consultants and Maintenance Specialists to provide support and knowledge sharing in order to improve the wellbeing, feeling of safety and social participation of the customer.</p> <p>“Keep things going from the customer application point of view” Instructs, trains and attends the customer using the AAL System and components.</p>	
Responsibility	Connects with care providers and service providers to the preservation and maintenance of participation in social life. Instructs maintenance provider for the quick repair of the system with interference.	
Deliverables/Contributions	<ul style="list-style-type: none"> • Specific AAL monitoring and assistance systems • Forum • Wiki • Internet Chat • External email accounts (user support, questions, etc) • Social networks • Telephone 	<ul style="list-style-type: none"> • Support for Hotline Operators and care providers • Ethical issues report • Applicational function analysis • User requirements • Usability evaluation
Main task/s	<ul style="list-style-type: none"> • Respond to incoming requests and questions • Follow-up customer requests • Coordination of care and service providers in order to improve the wellbeing, feeling of safety and social participation of the customer • Moderate social networks • Moderate forums • Encourage and motivate customers social participation • Personal mentoring customers • Animate collaborative applications such as social networking spaces and forums • Guide users while using social networking environments • Suggest alternative ways of entertainment and various social activities towards improving users' quality of life • Evaluate the impact of social participation and implement additional / different approaches if necessary • Understand the personality and expectations of consumers and other potential stakeholders 	



	<ul style="list-style-type: none">• Train consumers in use of the system which should be personalised to their needs, requirements and capabilities• Observe the customers in their use and handling the systems and components• Identifies necessary changes if the abilities and needs of the customers have changed• Evaluate customer satisfaction against their expectations and propose responses• Interfacing technology, client needs and caregiving services
Environment	<p>A “solution” assistant embedded in either the provider organisation working as an independent agent.</p> <p>Usually works in tandem with the AAL ICT infrastructure and internal development teams (Maintenance, System architect, Solution and system developers. Spends much of the time online, validating the effectiveness of the social networking tools. Promotes a positive spirit</p>
KPI's	<ul style="list-style-type: none">• Customer satisfaction, feeling of well-being, safety and comfort.• Level of social network activity• Number of outstanding help tickets



2. Role profile

2.1. Profile Summary

AAL Communication Manager			Technical					Behavioural												Business																		
Area	No.	Competence	Importance	T01	T02	T03	T04	T05	B01	B02	B03	B04	B05	B05b	B06	B07	B08	B09	B10	B11	B12	M01	M02	M03a	M03b	M03c	M03d	M03e	M03f	M03g	M04	M05						
Plan	A.1	IS and Business Strategy Alignment																																				
	A.2	Service Level Management																																				
	A.3	Business Plan Development	high	x		x	x	x									x																					
	A.4	Product or Project Planning	low	x		x	x	x				x																										
	A.5	Architecture Design																																				
	A.6	Application Design																																				
	A.7	Technology and Market Watching	medium			x		x														x																
	A.8	Sustainable Development																																				
Build	B.1	Design and Development	medium						x		x	x				x	x	x	x																			
	B.2	Systems Integration	low								x																											
	B.3	Testing	high																		x																	
	B.4	Solution Deployment																																				
	B.5	Documentation Production	high																																			
Run	C.1	User Support	high						x	x	x	x	x				x																					
	C.2	Change Support																																				
	C.3	Service Delivery	high								x																											
	C.4	Problem Management	medium																																			
Enable	D.1	Information Security Strat. Development																																				
	D.2	ICT Quality Strategy Development																																				
	D.3	Education and Training Provision																																				
	D.4	Purchasing																																				
	D.5	Sales Proposal Development																																				
	D.6	Channel Management	medium		x							x																										
	D.7	Sales Management	medium																																			
	D.8	Contract Management																																				
	D.9	Personnel Development																																				
	D.10	Information and Knowledge Management																																				
Manage	E.1	Forecast Development	medium			x																																
	E.2	Project and Portfolio Management	medium								x											x	x															
	E.3	Risk Management	medium									x														x												
	E.4	Relationship Management	high										x																									
	E.5	Process Improvement	high																																			
	E.6	ICT Quality Management	medium																																			
	E.7	Business Change Management	medium										x																									
	E.8	Information Security Management																																				
	E.9	IT Governance																																				



2.2. Detailed Profile

A. PLAN

A. 3 Business Plan Development

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager is responsible for the design and structure of an AAL community communication plan. He is able to understand the specific AAL environment in which he operates. He uses web technology for social inclusion by deploying information and communication processes. He communicates with all relevant AAL stakeholders.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to provide understanding of specific AAL environment etc.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B08: Can communicate (including in foreign languages if useful) 	

A. 4 Product or project Planning

<i>Dimension 2: e-Competences: Title + generic description</i>	In analysing and defining the current and target status of a community communication plan, the AAL online community manager acts systematically in estimating cost effectiveness and design decision templates. He maintains a project diary and exploits specialist knowledge in the specification development to create and maintain standard and complex documents of the communication project (such as structure plans, timescales, milestone descriptions).	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to document standard and simple elements of project.
	Level 3	Exploits specialist knowledge in specification development to create and maintain complex documents of the project.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T01: Can measure and report on AAL ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T04: Has knowledge about compliance with healthcare laws and policies ✓ T05: Has knowledge about latest AAL developments ✓ B04: Is user / customer-orientated 	

A. 7 Technology and Market Watching

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager is aware of technology improvements and market trends in his field of competence and is able to integrate them into specification of the AAL communication plan. He therefore contributes added value by making steps towards improvements in the effectiveness of ICT-enabled support and help functions. He is able to identify the articulations between emerging technologies in the field of AAL and user requirements, in accordance with communication strategy.	
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<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Is aware of technology improvements in his field of competence and is able to integrate them, if necessary, in his planning in accordance with specifications.
	Level 3	Is actively looking out for new technology improvements in his field of competence. Can identify the articulations between emerging technologies in the field of AAL and user requirements in accordance with overall communication plans.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ T03: Can explain how (technical) AAL measures add value to the business ✓ T05: Has knowledge about latest AAL developments ✓ B10: Can seek, organize and synthesize 	

B. BUILD

B.1 Design and Development

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager may participate in the integration of online communication modules and components into a web application or ALL monitoring and assistance system. In doing so, he always considers the required specifications. He may test singular units and the whole system to ensure that all functional and performance criteria are met.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Systematically develops small components or modules.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B01: Has creativity and imagination ✓ B03: Is precise and aware of details ✓ B04: Is user/customer-orientated ✓ B07: Has presentation and moderation skills ✓ B08: Can communicate (including in foreign languages if useful) ✓ B09: Is able to work in a team ✓ B10: Can seek, organize and synthesize ✓ B12: Can explain (defend, argue, justify) 	

B.2 Systems Integration

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager may install the communication modules into an existing or proposed ICT system. To ensure interoperability and integrity of the overall system functionality and reliability he complies with established processes and procedures. He considers the specification, capacity and compatibility of existing and new modules.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Accounts for own and others actions in the integration process. Complies with appropriate standards and change control procedures to maintain integrity of the overall system functionality and reliability.
	Level 4	
	Level 5	



<i>Dimension 4: Knowledge and Skills</i>	✓ B03: Is precise and aware of details
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B.3 Testing

<i>Dimension 2: e-Competences: Title + generic description</i>	He has specialist knowledge to organise complex testing programmes for AAL communication modules and customer usability requirements. These tests ensure that all internal, external, national and international standards are met and that the performance of the new or revised components conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users, maintainers.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises test programmes, records and reports outcomes providing analysis of results.
	Level 3	Exploits specialist knowledge to supervise complex testing programmes. Ensures tests and results are documented to provide input to subsequent process owners such as designers, users or maintainers. Accountable for compliance with testing procedures, including a documented audit trail.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ B11: Can analyse	

B.5. Documentation Production

<i>Dimension 2: e-Competences: Title + generic description</i>	He takes input from technical authors to organise the production of different documents according to the requirement of the project or application. He prepares the presentation by selecting the appropriate style and media and by describing the different function and features. The AAL online community manager is also responsible for the document-management system and the update and validation of the existing documentation relative to communicating with online communities.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises the production of documents taking input from technical authors.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		

C. RUN

C.1. User support

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager responds to user requests and issues; records relevant information. Monitors solution outcome and resultant user satisfaction. He motivates the customer to take part in social networks and discussion platforms.	
<i>Dimension 3: e-</i>	Level 1	



<i>Competence proficiency levels</i>	Level 2	Systematically interprets user problems identifying the solutions and possible side effects. Uses experience to identifying user problems and interrogates database for potential solutions. Escalates complex or unresolved incidents to senior experts. Records and tracks user support procedures from outset to conclusion.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B01: Is creative, imaginative, artistic ✓ B02: Is ethical ✓ B03: Is precise and aware of details ✓ B04: Is user / customer oriented ✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B08: Can communicate effectively (also in foreign languages) ✓ B12: Can explain 	

C.3 Service Delivery

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager acts systematically to analyse performance data and communicates these findings to his senior colleagues. He handles monitoring and management tools such as Scripts and Procedures. He updates the operational document library and logs all operational events. He ensures a stable and secure AAL communication application and infrastructure by escalating potential service level failures and recommending actions for service improvement.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.
	Level 3	
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B03: Is precise and aware of details ✓ B11: Can analyse 	

C.4 Problem Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He has specialist AAL communication related knowledge and understands the underlying IT infrastructure and problem management process. He is able to identify failures and the root cause of incidents within the AAL communication plan rapidly, to resolve (i.e. repair, replace or reconfigure) them with minimum outage and to prevent a recurrence of them by documenting these problems for future analysis.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits specialist AAL communication related knowledge and in depth understanding of the underlying AAL IT infrastructure and problem management process to identify failures and resolve them with minimum outage. Makes sound decisions in emotionally charged environments on appropriate action required to minimise user impact. Rapidly identifies failing component, selects alternatives such as repair, replace or reconfigure.



	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ B11: Can analyse	

D. ENABLE

D.6 Channel Management

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager manages online communication campaigns directed at AAL communities. He ensures optimum performance of the AAL communication channels in coherence with the AAL support and monitoring strategy.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Acts creatively to influence the establishment of AAL online communities. Manages AAL online communication channels to maximise performance of the AAL support and monitoring system.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ T02: Has knowledge about existing best practice frameworks in IT ✓ B01: Is creative, imaginative, artistic	

E. MANAGE

E.1 Forecast Development

<i>Dimension 2: e-Competences: Title + generic description</i>	He uses user inputs (e.g. user needs, acceptance of products/services) and assesses the user's communication needs to make short-term forecasts. He applies relevant metrics to support the care provider in the decision-making process.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits skills to provide short-term forecast using user inputs and assessing the user's communication needs.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓ T03: Can explain how (technical) AAL measures add value to the business ✓ B10: Can seek, organize and synthesize ✓ M04: Has marketing knowledge	

E.2 Project and Portofolio Management



<i>Dimension 2: e-Competences: Title + generic description</i>	He understands and applies the principles of project management. That means that he defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to apply methodologies, tools and processes. He is able to meet identified needs by implementing new, internal or external processes. He makes choices, gives instructions and bears responsibility for a team (i.e. relationship within the team, team objectives). Sometimes he takes the overall responsibility for an AAL communication project (i.e. outcomes, finance, resource management, time management). He also creates and maintains documents to facilitate the monitoring of project progress.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.
	Level 3	Accounts for own and others' activities, working within the project boundary, making choices and giving instructions; manages and supervises relationships within the team; plans and establishes team objectives and outputs and documents results.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B11: Can analyse ✓ M01: Has knowledge of project management principles ✓ M02: Has knowledge of budgeting / estimating issues and practices ✓ M05: Can lead a team 	

E.3 Risk Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He implements the risk management with regard to online communication and the application of the enterprise defined risk management policy and procedure. He understands and applies the principles of risk management (i.e. assesses risk, documents potential risk and containment plans) and is able to investigate solutions to mitigate identified risks. He evaluates, manages and ensures the validation of exceptions and audits online communication processes and environment.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.
	Level 3	Decides on appropriate actions required to adapt security and address risk exposure. Evaluates, manages and ensures validation of exceptions; audits online communication processes and environment.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B03: Is committed to corporate strategy and aware of corporate culture ✓ B11: Can analyse ✓ M03: Has knowledge of social issues 	

E.4 Relationship Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He is responsible for a positive relationship between the user and the AAL care provider deploying and complying with organisational processes. He maintains a regular communication with them and he is familiar with their environment. He ensures that all the needs, concerns and also complaints of the user are understood and addressed in accordance with organisational policy. He accounts for his own and others actions in managing a limited user base.	
<i>Dimension 3: e-</i>	Level 1	



<i>Competence proficiency levels</i>	Level 2	Positively interacts with users.
	Level 3	Accounts for own and others actions in managing a limited user base.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	✓	B05: Is committed to corporate strategy and aware of corporate culture ✓ B06: Has good interpersonal skills ✓ B07: Has presentation and moderation skills ✓ B09: Can work in a team ✓ B10: Can seek, organize and synthesize



E.5 Process Improvement

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL community manager researches and benchmarks existing AAL communication processes and solutions in order to define possible innovations. He measures the effectiveness of existing AAL communication processes and makes reasoned recommendations.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to research existing AAL communication processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		<ul style="list-style-type: none"> ✓ B10: Can seek, organize and synthesize ✓ B11: Can analyse

E.6. ICT Quality Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He is responsible for the implementation and assurance of the AAL communication quality policy and the continuous quality improvement. He plans and defines indicators to manage the quality with respect to AAL communication strategy and to review the performance. He evaluates these indicators to propose remedial action.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Evaluates quality management indicators and processes based on AAL communication quality policy and proposes remedial action.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		

E.7. Business Change Management

<i>Dimension 2: e-Competences: Title + generic description</i>	. Manages the deployment of change taking into account structural and cultural issues. Maintains process continuity throughout change, monitoring the impact, taking any required remedial action and refining approach.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Evaluates change requirements and exploits specialist skills to identify possible methods and standards that can be deployed.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		✓ B05: Is committed to corporate strategy and aware of corporate culture



AAL Consultant

1. Role description

Role title	AAL Consultant	
Also known as		
Relevant professions		
Summary statement	Owns product and market knowledge; analyses customers needs and necessities, defines and specifies solution requirements, evaluates installed AAL solutions.	
Mission	To identify the best-suited AAL product/solution according to the consumer's needs, requirements and financial resources.	
Responsibility	Bridge the gap between technology and consumers by proposing the development/purchase of AAL-friendly products/devices and guiding the customers to select the ones that suit their needs.	
Deliverables/Contributions	<ul style="list-style-type: none"> • Evaluation of customers' needs • Consulting strategies • Evaluation of consulting services • Selection of adequate products and services 	<ul style="list-style-type: none"> • Ethical issues' report • Market analysis • User requirements • Suggestion of AAL products/devices related to ICT • Usability evaluation
Main task/s	<ul style="list-style-type: none"> • Remain informed of new and emerging AAL technologies and systems • Analyse market, identify market trends and user requirements • Understand the expectations of consumers and other potential stakeholders • Selecting and approving befitting products and solutions • Provide consumers with the most suitable solution tailored to their needs, requirements and capabilities • Communicates with customers as well as with service providers • Evaluate customer needs and formulate consulting strategies • Interface technology, client needs and caregiving services • Preparing and negotiating contracts with suppliers • Monitor compliance with standards and regulations on ICT; • Provide advice on how to optimize the use of existing tools and systems; • Raise awareness of information technology innovations and potential value to a business; 	
Environment	<p>Usually works independently in close collaboration with the AAL System Architect and the Communication Manager.</p> <p>The AAL Consultant can work as an external consultant or internally within the company.</p>	
KPI's	<ul style="list-style-type: none"> • Number of new customers • Customer satisfaction 	



2. Role profile

2.1. Profile Summary

AAL Consultant			Technical					Behavioural												Business																		
Area	No.	Competence	Importance	T01	T02	T03	T04	T05	B01	B02	B03	B04	B05	B05b	B06	B07	B08	B09	B10	B11	B12	M01	M02	M03a	M03b	M03c	M03d	M03e	M03f	M03g	M04	M05						
Plan	A.1	IS and Business Strategy Alignment	low	x	x	x	x	x				x										x											x					
	A.2	Service Level Management																																				
	A.3	Business Plan Development	medium	x		x	x	x	x				x										x															
	A.4	Product or Project Planning	medium	x		x	x	x					x										x															
	A.5	Architecture Design	medium		x					x		x												x														
	A.6	Application Design	low		x								x	x										x														
	A.7	Technology and Market Watching	medium			x		x										x																				
	A.8	Sustainable Development	high	x		x	x	x			x																											
Build	B.1	Design and Development																																				
	B.2	Systems Integration																																				
	B.3	Testing																																				
	B.4	Solution Deployment																																				
	B.5	Documentation Production																																				
Run	C.1	User Support																																				
	C.2	Change Support	medium		x					x		x				x								x														
	C.3	Service Delivery																																				
	C.4	Problem Management																																				
Enable	D.1	Information Security Strat. Development																																				
	D.2	ICT Quality Strategy Development																																				
	D.3	Education and Training Provision	high	x		x	x	x			x		x				x						x															
	D.4	Purchasing																																				
	D.5	Sales Proposal Development																																				
	D.6	Channel Management																																				
	D.7	Sales Management																																				
	D.8	Contract Management	medium																								x											
	D.9	Personnel Development																																				
	D.10	Information and Knowledge Management	medium	x	x	x		x										x	x	x																	x	
Manage	E.1	Forecast Development	high	x	x	x	x	x				x	x									x																
	E.2	Project and Portfolio Management	medium	x	x		x	x															x															
	E.3	Risk Management																																				
	E.4	Relationship Management	medium								x								x																			
	E.5	Process Improvement																																				
	E.6	ICT Quality Management																																				
	E.7	Business Change Management	high			x		x						x										x		x												
	E.8	Information Security Management																																				
	E.9	IT Governance																																				

2.2. Detailed Profile

A. PLAN

A. 1 IS and Business Strategy Alignment

<i>Dimension 2: e-Competences: Title + generic description</i>	The AAL Consultant is aware of the long term business requirements and determines the IS model in line with the organisation's AAL policy.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides advice for the construction and implementation of long term innovative IS solutions.
	Level 5	Provides IS strategic advice to reach consensus and commitment from the management team of the enterprise.
<i>Dimension 4: Knowledge and Skills</i>	T01: Can measure and report on AAL T02: Has knowledge about existing best practice frameworks in IT T03: Can explain how (technical) AAL measures add value to the business T04: Has knowledge about compliance with healthcare laws and policies T05: Has knowledge about latest AAL developments B04: Is user / customer oriented M01: Has knowledge of project management principles M05: Can lead a team	

A.3 Business Plan Development

<i>Dimension 2: e-Competences: Title + generic description</i>	S/He is responsible for the design and structure of an AAL community communication plan. He is able to understand the specific AAL environment in which he operates. He uses web technology for social inclusion by deploying information and communication processes. He communicates with all relevant AAL stakeholders.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	Exploits specialist knowledge to provide understanding of specific AAL environment etc.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	T01: Can measure and report on AAL T03: Can explain how (technical) AAL measures add value to the business T04: Has knowledge about compliance with healthcare laws and policies T05: Has knowledge about latest AAL developments B01: Is creative, imaginative, B05: Is committed to corporate strategy and aware of corporate culture M01: Has knowledge of project management principles	

A.4 Product or Project Planning

<i>Dimension 2: e-Competences: Title + generic description</i>	In analysing and defining the current and target status of a product, the AAL consultant acts systematically in estimating cost effectiveness and design decision templates. S/He maintains a project diary and exploits specialist knowledge in the specification development to create and maintain standard and complex documents of the product (such as structure plans, timescales, milestone descriptions).	
<i>Dimension 3: e-</i>	Level 1	

<i>Competence proficiency levels</i>	Level 2	Acts systematically to document standard and simple elements of project.
	Level 3	Exploits specialist knowledge in specification development to create and maintain complex documents of the project.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T01: Can measure and report on AAL T03: Can explain how (technical) AAL measures add value to the business T04: Has knowledge about compliance with healthcare laws and policies T05: Has knowledge about latest AAL developments B04: Is user / customer oriented B10: Can seek, organize and synthesize M01: Has knowledge of project management principles

A.5 Architecture Design

<i>Dimension 2: e-Competences: Title + generic description</i>	Specifies, refines, updates and makes available a formal approach to implement solutions, necessary to develop and operate the IS architecture. Manages the relationships with the AAL stakeholders to ensure that the architecture is in line with AAL requirements. Identifies the need for change and the components involved; hardware, software, applications, processes, information and technology platform. Ensures that all aspects take account of interoperability, scalability, usability and security.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to define relevant ICT technology and specifications to be deployed in the construction of multiple AAL ICT projects, applications or infrastructure improvements.
	Level 4	Provides advice to define the strategy to implement ICT technology compliant with business need. Takes account of the current technology platform, obsolescent equipment and latest technological innovations.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T02: Has knowledge about existing best practice frameworks in IT B01: Is creative, imaginative, B03: Is precise and aware of details B10: Can seek, organize and synthesize

A.6 Application Design

<i>Dimension 2: e-Competences: Title + generic description</i>	Defines the most suitable AAL solutions in accordance with ICT policy and user/customer needs. Estimates development, installation and maintenance of application costs. Selects appropriate technical options for solution design, optimising the balance between cost and quality. Identifies a common reference framework to validate the models with representative users.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises the overall planning of the design of the application.
	Level 3	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment and complies with user/customer needs.
	Level 4	
	Level 5	



<i>Dimension 4: Knowledge and Skills</i>		T02: Has knowledge about existing best practice frameworks in IT B03: Is precise and aware of details B04: Is user / customer oriented B10: Can seek, organize and synthesize
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A.7 Technology and Market Watching

<i>Dimension 2: e-Competences: Title + generic description</i>	Explores latest AAL technological developments to establish understanding of evolving technologies. Devises innovative solutions for integration of new technology into existing AAL products, applications or services or for the creation of new solutions.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Is aware of technology improvements in his field of competence and is able to integrate them, if necessary, in his planning in accordance with specifications.
	Level 3	Is actively looking out for new technology improvements in his field of competence. Can identify the articulations between emerging technologies in the field of AAL and user requirements in accordance with overall communication plans.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T03: Can explain how (technical) AAL measures add value to the business T05: Has knowledge about latest AAL developments B08: Can communicate effectively B10: Can seek, organize and synthesize B11: Can analyse (assess, evaluate, critique, test) M02: Has knowledge of budgeting / estimating issues and practices

A.8 Sustainable Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Estimates the impact of AAL solutions. Advises AALstakeholders on sustainable alternatives that are consistent with the AAL strategy.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides advice on the definition of objectives and strategy of sustainable IS development in accordance with the organisation's sustainability policy.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T01: Can measure and report on AAL T03: Can explain how (technical) AAL measures add value to the business T04: Has knowledge about compliance with healthcare laws and policies T05: Has knowledge about latest AAL developments B02: Is ethical B11: Can analyse (assess, evaluate, critique, test) B12: Can explain (defend, argue, justify)

C. RUN

C.2 Change Support

<i>Dimension 2: e-Competences: Title + generic description</i>	Implements and provides guidance for the evolution of an IT solution. S/He also provides advice on controls and schedules software or hardware modifications to prevent multiple upgrades creating unpredictable outcomes. Advices on how to minimises service disruption as a consequence of changes and adheres to defined service level agreement (SLA).	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Provides advice on how to ensures the integrity of the system by controlling the application of functional updates, software or hardware additions and maintenance activities.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T02: Has knowledge about existing best practice frameworks in IT B01: Is creative, imaginative, B04: is user/ customer oriented B06: Has good interpersonal skills B12: Can explain (defend, argue, justify)

D. ENABLE

D.3 Education and Training Provision

<i>Dimension 2: e-Competences: Title + generic description</i>	Defines and implements ICT training policy to address organisational skill needs and gaps. Structures, organises and schedules training programmes and evaluates training quality through a feedback process and implements continuous improvement. Adapts training plans to address changing demand.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Acts creatively to analyse skills gaps; elaborates specific requirements and identifies potential sources for training provision. Has specialist knowledge of the training market and establishes a feedback mechanism to assess the added value of alternative training programmes.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T01: Can measure and report on AAL T03: Can explain how (technical) AAL measures add value to the business T04: Has knowledge about compliance with healthcare laws and policies T05: Has knowledge about latest AAL developments B02: Is ethical B05: Is committed to corporate strategy and aware of corporate culture B06: Has good interpersonal skills B11: Can analyse (assess, evaluate, critique, test) M01: Has knowledge of project management principles

D.8 Contract Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Defines and implements ICT training policy to address organisational skill needs and gaps. Structures, organises and schedules training programmes and evaluates training quality through a feedback process and implements continuous improvement. Adapts training plans to address changing demand.	
<i>Dimension 3: e-</i>	Level 1	

<i>Competence proficiency levels</i>	Level 2	
	Level 3	Preparing and negotiating contracts with suppliers
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		M03: Has knowledge of legal issues

D.10 Information and Knowledge Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Identifies and manages structured and unstructured information and considers information distribution policies. Creates information structure to enable exploitation and optimisation of information for business benefit. Understands appropriate tools to be deployed to create, extract, maintain, renew and propagate business knowledge in order to capitalise from the information asset.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	
	Level 5	Correlates information and knowledge to create value for the business. Applies innovative solutions based on information retrieved.
<i>Dimension 4: Knowledge and Skills</i>	T01: Can measure and report on AAL T02: Has knowledge about existing best practice frameworks in IT T03: Can explain how (technical) AAL measures add value to the business T05: Has knowledge about latest AAL developments B08: Can communicate effectively B09: Can work in a team B10: Can seek, organize and synthesize M05: Can lead a team	

E. MANAGE

E.1 Forecast Development

<i>Dimension 2: e-Competences: Title + generic description</i>	He uses user inputs (e.g. user needs, acceptance of products/services) and assesses the user's communication needs to make short-term forecasts. He applies relevant metrics to support the care provider in the decision-making process.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits skills to provide short-term forecast using user inputs and assessing the user's communication needs.
	Level 4	
	Level 5	



<i>Dimension 4: Knowledge and Skills</i>		T01: Can measure and report on AAL T03: Can explain how (technical) AAL measures add value to the business T04: Has knowledge about compliance with healthcare laws and policies T05: Has knowledge about latest AAL developments B04: Is user / customer oriented B11: Can analyse (assess, evaluate, critique, test) M01: Has knowledge of project management principles
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E.2 Project and Portofolio Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He understands and applies the principles of project management. That means that he defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to apply methodologies, tools and processes. He is able to meet identified needs by implementing new, internal or external processes. He makes choices, gives instructions and bears responsibility for a team (i.e. relationship within the team, team objectives). Sometimes he takes the overall responsibility for an AAL communication project (i.e. outcomes, finance, resource management, time management). He also creates and maintains documents to facilitate the monitoring of project progress.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.
	Level 3	Accounts for own and others' activities, working within the project boundary, making choices and giving instructions; manages and supervises relationships within the team; plans and establishes team objectives and outputs and documents results.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T01: Can measure and report on AAL T02: Has knowledge about existing best practice frameworks in IT T04: Has knowledge about compliance with healthcare laws and policies T05: Has knowledge about latest AAL developments B05: Is committed to corporate strategy and aware of corporate culture B07: Has presentation / moderation skills M01: Has knowledge of project management principles

E.4 Relationship Management

<i>Dimension 2: e-Competences: Title + generic description</i>	He is responsible for a positive relationship between the community manager, user and the AAL care provider deploying and complying with organisational processes. He maintains a regular communication with them and he is familiar with current components and systems. He ensures that all components and products are adequately for customer solution	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Estimate the usability, moderateness and suitability of possible solutions
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	<ul style="list-style-type: none"> ✓ B02: Is ethical ✓ B08: Can communicate effectively 	

E.7 Business Change Management



<i>Dimension 2: e-Competences: Title + generic description</i>	Assesses the implications of new AAL solutions. Defines the requirements and quantifies the business benefits. Manages the deployment of change taking into account structural and cultural issues. Maintains process continuity throughout change, monitoring the impact, taking any required remedial action and refining approach.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Evaluates change requirements and exploits specialist skills to identify possible methods and standards that can be deployed.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T03: Can explain how (technical) AAL measures add value to the business T05: Has knowledge about latest AAL developments B05: Is committed to corporate strategy and aware of corporate culture B07: Has presentation / moderation skills M02: Has knowledge of budgeting / estimating issues and practices M03a: Has knowledge of legal issues



The e-Jobs Observatory is the collaborative platform for the promotion of excellence in e-Jobs, e-Skills and e-Competences

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