

# Technology Management

## Competency Development Activities

### Competency Definition

Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

### Developmental Activity Levels

#### All (A)

*Applies to all competency levels*

#### Beginner-Basic Knowledge (B)

*A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.*

#### Mid-level (M)

*A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.*

#### High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

### Articles, Books, and Websites

There are currently no recommended article, books, or websites for this competency.

### Activities

**H** When assessing opportunities for improvements in the work process, consider technology improvements as one of several possible means of improvement and evaluate the cost/benefit implications of each.

**H** If a new technology may impact your work significantly, consider a temporary assignment in a department applying the technology in order to obtain understanding of its potential benefits

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and impact.

**H** Volunteer your organization as a beta site for new equipment. Experiment with new technologies. Establish your unit as the magnet for change. The excitement of the environment will have the additional effect of enriching your employees' jobs.

#### **Coaching Suggestions for Managers**

**H** Enable staff to get temporary assignments to learn about new TSA technology so they can implement it at your airport and train others

**H** Challenge individual staff or teams to generate ideas for using existing or emerging TSA technology to enhance efficiency and effectiveness of screening systems and processes

**H** Send staff to other airports that are known for leveraging technology effectively to enhance their performance.