

Job Description of ISMS Project Manager

Job Title: ISMS Project Manager	Based at: New Delhi, India
Department: Consulting	Reports to: CEO
Direct Reports: ISMS Consultants	Experience: 4 to 5 years' experience in similar role
Required Qualification: Bachelor's degree from a reputed University	Preferred Qualification: ISMS Lead Auditor, PMP
<p>Core Competencies: (Critical to the success of the business, all individuals are expected to have)</p> <ul style="list-style-type: none"> • Passion • Accountability • Ownership • Commitment • Teamwork • Resourcefulness 	<p>Functional Competencies:</p> <ul style="list-style-type: none"> • Planning • Monitoring • Problem solving • Judgement and Decision making • Persuasion • Coordination • Time Management • Written Communication • Judgement and decision making • Verbal Communication
<p>Job Purpose: To be able to manage an ISMS Project from inception to completion that involves planning, managing, monitoring, controlling and completion of the project and all deliverables on time and on budget. This job involves managing a team of ISMS consultants at the client site, allocating/delegating work, guiding them on the project tasks and ensuring that all the project milestones are achieved.</p>	
<p>Key Responsibilities and Accountabilities:</p> <ul style="list-style-type: none"> • Develop Project plan for ISMS implementation including project objectives, project deliverables, milestones, schedules and staffing. • Agree the ISMS Project plan with the client/customer. • Monitor and track ISMS milestones and deliverables. • Manage ISMS Implementation execution to ensure adherence to schedule. • Direct and coordinate activities of ISMS Consultants. • Establish and execute an ISMS Project Communication plan. • Schedule and facilitate meetings. • Assign duties and responsibilities to ISMS Consultants. • Monitor the performance of ISMS consultants, providing and documenting feedback. • Prepare ISMS project status reports by collecting and summarizing information. • Coordinate recruitment and selection of ISMS Consultants 	

Job Element Analysis: ISMS Project Manager

Job Element	Threshold	Differentiating
Planning	S: Ability to plan the project activities, resources and determine milestones for deliverables and scheduling of activities.	S: Ability to develop a Project Management Plan that includes project scope, defining activities, schedule development, communication planning

	<p>K: Creation of Project plan, communicating the Plan</p>	<p>and Risk Management plan. Create the plan in PMIS.</p> <p>K: Creation of Detailed Project Plan, covering all the activities from Initiation to Completion, with schedules, milestones, roles and responsibilities, communicating the plan to the client, get agreement on plan from all stakeholders.</p>
Monitoring	<p>S: Ability to monitor the progress of activities and tasks.</p> <p>K: Project activities tracking.</p>	<p>S: Ability to track the progress of all the tasks, record the task completion in PMIS, identify lags, take correction action.</p> <p>K: Knowledge of project monitoring in PMIS, knowledge of project monitoring using excel</p>
Problem Solving	<p>S: Ability to identify and solve problems</p> <p>K: Knowledge of problem solving skills</p>	<p>S: Ability to identify problems, perform cause analysis, provide best possible solutions and select the best solution and take a preventive action.</p> <p>K: Knowledge of problem solving skills, thorough knowledge of conflict management methods.</p>
Decision Making	<p>S: Ability to take decisions quickly and on time.</p> <p>K: Knowledge of decision making models</p>	<p>S: Ability to weigh the pros and cons, gather information and take informed decisions in a timely manner.</p> <p>K: Knowledge of different decision making methods, in different complex situations, experience in making sound judgement</p>
Persuasion	<p>S: Ability to persuade others to change their mind and behaviour</p> <p>K: Knowledge of peoples behaviour and how to persuade</p>	<p>S: Ability to convince others to change their behaviour, ability to be assertive, and convincingly persuade others to modify their behaviour and bring about significant difference to peoples change in the organization.</p> <p>K: Knowledge of persuasion, experience in persuading people of all ages, experience.</p>
Coordination	<p>S: Ability to talk to others and adjust his/her actions</p> <p>K: Knowledge of coordinating with people of all ages.</p>	<p>S: Ability to speak to others, know their actions and adjust his/her actions based on others actions.</p> <p>K: Knowledge of coordination skills with client employees of all ages and all levels</p>

Time Management	<p>S: Ability to complete tasks on time and meet deadlines.</p> <p>K: Knowledge of managing time like planning for appointments, meetings.</p>	<p>S: Ability to complete the tasks as per schedule, and be able to balance the work and time effectively, make adjustments and accommodate all tasks within the schedule and avoid going beyond schedule.</p> <p>K: Knowledge of time management, effectively managing time while multitasking, and experience in completing tasks on time.</p>
Written Communication	<p>S: Ability to write in a clear and concise manner.</p> <p>K : Knowledge of the basic written communication skills.</p>	<p>S: Ability to write and communicate with all stakeholders in a clear manner, be able to explain any topic in a lucid manner without leading to any confusion or misunderstanding.</p> <p>K: Knowledge of written communication with client employees of all levels and all ages.</p>
Verbal Communication	<p>S: Ability to speak to all stakeholders in simple and understandable manner</p> <p>K: Speaking skills so that he/she can communicate to others and convey the message.</p>	<p>S: Ability to communicate any topic to all stakeholders in a clear voice, maintain a good tone and speak in a manner that every stakeholder can easily comprehend.</p> <p>K: Speaking experience to communicate at all levels with ease, highly articulate, good oratory experience.</p>

BARS: ISMS Project Manager

Competency	Level 1	Level 2	Level 3
	Learner	Advanced	Expert
Leadership	Gives direction and instructions but not very effective.	Takes team members opinion and views into consideration, leads the team, takes initiatives, is well accepted by the team	Explains an idea to the team and justifies the idea and its feasibility, leads by example, manages conflict, provides guidance to team members and coaches them.
Planning and Organizing	Plans the activities and tasks, but sometimes makes mistakes in the planning	Develops a detailed plan, organizes resources and ensures that the	Develops the plan with activity schedule, communication and risk management details,

		plan is communicated to all the personnel and responsibilities assigned for their roles according to the plan, monitors and controls the execution well.	monitors and controls the activities well, takes ownership, demonstrates commitment to achievement of objectives
Supervisory Skills	Not so good at resource allocation and delegation of tasks, and not able to communicate the objectives clearly to subordinate	Good at delegating work to subordinates based on their competencies, does resource allocation well, and communicates clearly the objectives to subordinates	Very good at ensuring that organizations objectives are clearly understood by subordinates, delegates work well by ensuring that organizational objectives are aligned with individual needs and competencies, excellent at resource planning and allocation
Developing others	Shares feedback with others however no further interaction	Shares feedback & provides complete support & guidance on areas of development	Shares feedback, provides complete support & guidance on areas of development, has a follow up plan & tracks improvements
Result Orientation	Does not meet deadlines, delayed outcome with excuses	Meets deadlines, removes or overcomes barriers	Completes activities and achieves results, helps others to achieve deadlines, anticipates barriers and makes suggestions to overcome them,
Communication	Not an active listener, writes in unstructured manner, not very good in expressing ideas, exhibits relaxed body language	Speaks in a logical manner, structured in his writing, good listener, does not interrupt others when speaking, dominating body language.	Exhibits good and attentive body language, excellent speaker with very good use of vocabulary, tunes his language based on his audience, careful listener.

Decision Making	Is not very comfortable taking decision, indecisive person	Takes decisions after considering pros and cons, takes informed decisions, takes timely decisions	Takes opinion from team, collects facts and information about a situation, and takes a decision on time, takes correct decisions that will positively impact in the achievement of objectives and completion of tasks.
Conflict Management	Is not smart at managing conflicts between team members.	Manages conflicts well, diffuses situations and ensures that team is focussed on achieving the objectives.	Highly skilled in resolving conflicts by addressing the root cause, ensures that team works cohesively, encourages team culture, fosters unity in the team, uses counselling to change the behaviour and attitude of non-cooperative members.

Job Description of ISMS Implementation Consultant

Job Title: ISMS Implementation Consultant	Based at: New Delhi, Country Office
Department: Consulting	Reports to: ISMS Project Manager
Direct Reports: None	No. of years of experience: 3-4 years in the similar role and understanding of ISO 27001 Standard
Required Qualification: Graduate Degree from a University, ISMS Lead Implementer	Preferred Qualification: CISSP
Core Competencies: <ul style="list-style-type: none"> • Passion • Accountability • Ownership • Commitment • Teamwork • Resourcefulness 	Functional Competencies: <ul style="list-style-type: none"> • Understanding of ISO 27001 security controls • Risk Management • Process Design and Documentation • Policy Formulation • Proficiency in PMIS • Auditing
<p>Job Purpose: To implement information security measures for the protection of computer networks and information and to ensure that security controls are in place that will safeguard organizational information and assets.</p>	
<p>Job Responsibilities and Accountabilities:</p> <ul style="list-style-type: none"> • Provide detailed guidance on the implementation of ISO 27001 standard. • Advise the organization in developing Information Security Objectives and plans to achieve them. • Perform risk analysis, identify risks. • Develop security risk mitigation/treatment plans. • Document security policies, processes and procedures • Establish ISMS Manual that details all the security controls as per the ISO 27001 standard. • Develop a Statement of Applicability (SOA) and ensure that all clause as per the ISO 27001 standard are implemented. • Conduct meetings as per the schedule and update the stakeholders on the progress of the implementation. • Update the PMIS daily/weekly. • Conduct information security awareness courses to all stakeholders. • Ensure that the organization has implemented all clauses/requirements stated in the ISO 27001 standard. 	

Job Element Analysis: ISMS Implementation Consultant

Job Element	Threshold	Differentiating
Understanding of ISO 27001 security controls	<p>S: Ability to understand all the ISO 27001 Controls</p> <p>K : Knowledge of ISO 27001</p>	<p>S: Ability to understand and interpret ISO 27001 controls, and also understand the inter-relationships of controls.</p> <p>K: Knowledge of ISO 27001 controls not only by qualification but also by experience and look at controls from different perspectives.</p>
Risk Management	<p>S: Ability to identify the risks and assess the risks.</p> <p>K: Knowledge of ISO 27005 Risk Management framework</p>	<p>S: Ability to do Qualitative and Quantitative risk assessment, be able to create a risk treatment plan and implement.</p> <p>K: Knowledge of ISO 27001, CRAMM, NIST RISK FRAMEWORK, Knowledge of Qualitative and Quantitative Risk Methods.</p>
Process Design and Documentation	<p>S: Ability to design process and create the process documentation.</p> <p>K: Knowledge of Process Design and documentation</p>	<p>S: Ability to understand the stakeholder needs, incorporate the needs into the process design, draft the process documentation, make the documentation live after approval.</p> <p>K: Experience in designing processes for different organizations based on the organization infrastructure, environment, and culture.</p>
Policy Formulation	<p>S: Ability to write the overall policy and supporting security policies.</p> <p>K: Knowledge of policies and process</p>	<p>S: Ability to understand the organizations strategy and goals, their security needs and then be able to write the organisations security policy and the supporting policies.</p> <p>K: Knowledge of advising organizations on policies and process that underpin their IT strategy and help them achieve their objectives.</p>

<p>Proficiency in Project Management Information System (PMIS)</p>	<p>S: Ability to use the PMIS K: Trained in PMIS</p>	<p>S: Ability to record all the activities and tasks in the PMIS, create report on the status of the project deliverables and inform the Project Manager on all the project milestones. K: Experience of using PMIS advance features.</p>
<p>Auditing</p>	<p>S: Ability to conduct an audit. K: Trained on Auditing process and procedure</p>	<p>S: Ability to see the implementations of controls from an auditors perspective. K: Experience of more than 100 hours in performing audits, and past experience as Lead auditor</p>
<p>Implementation of ISO 27001 Controls</p>	<p>S: Ability to advise the organization on the implementation of all controls of ISO 27001 K: Knowledge of ISO 27002</p>	<p>S: Ability to advice the organization not only on all the controls of ISO 27001 but also on the industry's security Best Practices that can deliver value to the organization. K: Experience of using ISO 27002, NIST, CISSP BOK to implement controls in various organizations.</p>

BARS: ISMS Implementation Consultant

Competency	Level 1 Learner	Level 2 Advanced	Level 3 Expert
Job Knowledge	Has vague knowledge in the job execution area. Lacks thorough knowledge in the implementation of ISO 27001 security controls.	Has very sound knowledge about the implementation of ISO 27001 controls, may even be useful as resource person to others.	Exceptional knowledge about the implementation of ISO 27001 controls, very proactive and remains up to date with all security controls best practices, will be an excellent resource person for peers.
Adaptability/Flexibility	Becomes nervous under stress, finds it difficult to adjust to changes in workload, loses patience when dealing with more than one project	Easily adjust to new situations, can do multiple tasks concurrently, performs well in changing situations and increasing stress conditions.	Can handle increasing workload, can even assist peers, adjusts to changing demand with positive attitude, very effective in high levels of emotional stress.
Interpersonal skills	Not very comfortable in interacting with others, does not demonstrate confidence in interacting with others.	Communicates and interacts with others easily, very good at striking positive relationship with others	Outstanding interpersonal relations, has a positive attitude, strongly believes in positive relations with other team members to achieve organizational objectives, fosters team work, creates opportunities to interact with others.
Continuous learning	Does not take continuous learning seriously, learns from mistakes.	Very proactive, learns new skills on job to add value to the organization, continuously updates about new practices in security	Self motivated who not only learns proactively, but encourages and motivates others to learn, takes initiatives to learn from others/other sources

Result Orientation	Not able to achieve results consistently, give excuses, sometimes lacks the commitment for results and effort for results.	Achieves results in the give time, understands the importance of achieving results, demonstrates full commitment to achieve objectives.	Takes initiatives and actions to achieve results, surpasses the expected results, demonstrates urgency in achieving results.
Communication	Poor communication skills, makes grammatical errors in writing, fluent in speaking skills but use of vocabulary is limited, poor listening skills.	Writing and speaking skills are good without any errors, can present a viewpoint effectively and clearly, easily comprehends written or oral communication.	Translates difficult information to an easily understandable manner, outstanding in persuading other with oral communication, very positive body language, very superior writing skills.

Job Description of ISMS Lead Auditor

Job Title: ISMS Lead Auditor	Based at: New Delhi, Head Office
Department: Consulting	Reports to: ISMS Project Manager
Direct Reports: None	No. of years of experience: 3-4 years in the similar role and understanding of ISO 27001
Required Qualification: Graduate from a reputed university/institute.	Preferred Qualification: Certified Lead Auditor/Auditor in ISO 27001
Core Competencies: <ul style="list-style-type: none"> • Passion • Accountability • Ownership • Commitment • Teamwork • Resourcefulness 	Functional Competencies: <ul style="list-style-type: none"> • Auditing • Sampling • Planning • Reporting • Written Communicator • Questioning • Verification • Observation
Job Purpose: Conduct the audit on ISO 27001 and check the organizations compliance against the standard.	
Job Responsibilities and Accountabilities: <ul style="list-style-type: none"> • Define the scope and extent of the audit • Develop the Audit plan. • Identify and evaluate the risks for the audit. • Establish the responsibilities for the audit. • Establish the audit criteria. • Inform the client/customer management of the contents of the audit and where necessary request its approval. • Establish the procedures for the audit programme • Ensure that all audit records are managed and maintained. • Ensure the implementation of the audit, including the establishment of audit objectives, scope and criteria, determining audit methods and selecting the audit team and evaluating auditors • Monitor, review and improve the audit programme. • Create the audit report. 	

Job Element Analysis: ISMS Lead Auditor

Job Element	Threshold	Differentiating
Planning	S: Ability to create an audit plan listing all the tasks to perform the audit. K: Knowledge of creating a plan of all activities	S: Ability to develop a detailed audit plan that includes audit scope, audit tasks, audit schedule, audit resources, audit communication and audit closure procedures.

		K: Experience and knowledge in creating a detailed Audit Plan till completion, detailing all audit activities till completion.
Auditing	<p>S: Ability to perform the audit in a professional manner adhering to the auditor's professional code of conduct.</p> <p>K: Knowledge of ISO 19011</p>	<p>S: Ability to audit the organization on the said standard, by demonstrating highly matured audit practices which helps the organization to understand their compliance requirements.</p> <p>K: Knowledge of ISO 19011, knowledge of creating a detailed audit criteria, knowledge of all audit methods, knowledge of performing audit at all stages.</p>
Questioning	<p>S: Ability to ask the correct questions to perform the audit.</p> <p>K: Knowledge to ask questions based on the audit criteria</p>	<p>S: Ability to fine tune the questions depending on the auditee and the audit clause, and be able to get the correct information with minimum of effort.</p> <p>K: Knowledge of asking a wide range of questions, experience in asking the correct questions regarding the criteria being audited.</p>
Observation	<p>S: Ability to observe the organization premises, people, activities and actions.</p> <p>K: Experience in observing tasks, activities and be able to record evidence</p>	<p>S: Ability to make observation of the organizations activities/actions and be able to make connections and correlate to the clauses for auditing purpose to check for compliance to standard.</p> <p>K: Knowledge and experience of using observation as a tool for collecting evidence for various audit criteria</p>
Verification	<p>S: Ability to verify information collected during audit.</p> <p>K: Knowledge of verifying, or validating the evidence collected.</p>	<p>S: Ability to do a verification and validate the audit evidence collected to ensure the organizations compliance to the clauses.</p> <p>K: Knowledge of verification and validation using various methods to ensure that evidence collected is correct and meets to the requirement of the audit criteria.</p>
Report Writing	<p>S: Ability to write an audit report.</p> <p>K: Knowledge of audit report writing.</p>	<p>S: Ability to write a detailed and thorough audit report, indicating all the non-conformances, corrective and preventive actions and ensure that the organization can understand and interpret the report without any requirement for clarification.</p> <p>K: Knowledge and Experience in writing a detailed audit report and recommendation</p>

		to the client detailing all Non-conformities and the corrective actions to take.
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BARS: ISMS Lead Auditor

Competency	Level 1	Level 2	Level 3
	Learner	Advanced	Expert
Communication	Spoken and written communication is satisfactory but becomes nervous when communicating in meetings or to groups	A clear communicator both in speaking and writing, ensures that he tunes his language and vocabulary for the audience comfort, makes is easy for all to comprehend what he is spekaing or writing.	Outstanding speaker and writer, comfortable speaking to varied groups/audience, clear, precise and lucid communicator.
Planning	Plans audit activities well and monitors the activities as per plan, lacks attention ot detail	Superior planning skills, creates contingency plans, schedules all the audit tasks in the plan, plans the audit activities based on the auditee convenience and availability, will accommodate changes very quickly to the plan.	Seasoned audit planner, who understands the organization well before creating the plan, ensure that all stakeholders needs are incorporated before creating the plan
Judgement	Takes decisions satisfactorily, but unable to take decisions in difficult or sensitive situations	Good in taking decisions and making judgement of an audit situation, does not make mistakes.	Takes audit judgement decisions accurately with consistency, documents evidences well when decision is taken.
Observation	Observation skills are satisfactory, but there are instances where	Very good observation skills during auditing, documents the	Correlates observation skills with audit findings of other areas, documents observations

	observations were not made properly.	evidence gathered from observation.	consistently, summarizes observations well in the report.
Interpersonal Relations	Interacts with peers and clients well, but does not take initiative to build relations	Good interpersonal skills, very good at building relations with people of all ages and experience.	Creates opportunity to interact with people, builds positive relations easily, builds trust.
Questioning	Asks direct questions from the standard which does not go well with clients sometimes, satisfactory questioning skills.	Superior questioning skills, uses a variety of question types during audit to get the best results for evidence gathering.	Seasoned auditor with excellent questioning skills, uses intellect and thought before questioning that yields the best results in evidence gathering.
Reporting	Writes report writing skills are satisfactory, uses direct language, very straight forward report writing skills, not very good at providing recommendation writing.	Good report writing skills, uses good auditing vocabulary in reports, ensures that the client understands the report and consequences that can arise if recommendations are not followed.	Outstanding report writing skills, uses very good vocabulary, ensures that all stakeholders can understand and interpret the report, write recommendations in world class manner.