SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Business and Project Management					
TSC Title	Portfolio Management					
TSC Description	Manage systematically the IT investments, projects, services and activities within a company, in line with business objectives and priorities. This involves the development of a framework to evaluate potential costs and benefits and make key decisions about IT investments, internal allocation and utilisation of IT resources and/or assets and any changes to IT processes or services offered					
TSC Proficiency Description	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**	**Level 6**
				ICT-SNA-4017-1.1	ICT-SNA-5017-1.1	ICT-SNA-6017-1.1
				Develop IT project plans and analyse their costs and benefits, based on the portfolio objectives and framework	Plan a portfolio management framework based on business strategy, and manage IT investments	Establish a strategy and future roadmap for managing IT portfolio and investments and make critical IT investment decisions for the business
Knowledge				• IT project planning • Cost-benefit analysis • IT project implementation strategies and best practices • Resource management • Analysis and assessment techniques for IT process effectiveness	• IT organisation objectives • Key process and considerations in portfolio management • Assessment techniques and metrics for portfolio performance • Cost and benefit projection and analysis • Investment projection and analysis • Best practices in portfolio Key Performance Indicator (KPI) development • Resource capacity assessment and management	• Business strategy, direction and priorities • Strategic portfolio management theory and design principles • Strategic optimisation of portfolio performance • Best practices in portfolio KPI development • Industry best practices in portfolio management • Investment projection and analysis • Strategic resource management

| Abilities | | | | • Propose IT projects in line with the overall portfolio direction and objectives
• Develop IT project plans and determine the amount of resource investment required
• Analyse the costs and benefits of proposed small to mid-sized IT investments and projects
• Oversee rollout of IT activities and projects, to ensure that the portfolio and individual project objectives are met
• Allocate resources within projects and identify gaps or misalignment with the project's business impact
• Propose changes to IT processes or services to improve the organisation effectiveness and efficiency | • Plan and develop a portfolio management framework in line with the IT organisation objectives
• Monitor performance of IT investments and activities against portfolio KPIs
• Analyse and project the current and future costs and benefits of potential small to mid-sized IT investments and projects
• Direct internal allocation of resources to optimise performance and value-add of IT projects to the organisation
• Develop a business case to address resource allocation
• Evaluate and drive recommendations for continuous improvement of current IT projects, activities and services | • Establish strategy for managing IT investments
• Set business direction and objectives for IT investments, projects, services and activities
• Review and endorse portfolio management framework in line with business strategy
• Determine portfolio's Key Performance Indicators (KPI) based on business objectives
• Evaluate current and future costs and potential benefits of major IT investments
• Make critical business decisions for significant IT investments
• Develop a future roadmap capturing potential IT projects, activities, services and enhancements in the pipeline |
| **Range of Application** | | | | | | |