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| **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** |  | | | | | |