AXELOS
GLOBAL BEST PRACTICE

Skills Framework

AXELOS.com

September 2015

Contents

1 INTRODUCTION

The AXELOS Skills Framework comprises skills in Project and Programme Management, IT Service Management, leadership and personal management. It provides individuals with a framework for self-assessment and helps them to identify the priorities for personal development. For organizations it provides a management tool to help align professional development alongside the organization's goals.

The definitions of the skills are diagnostic - they contain enough information to enable someone to make a rational judgement as to whether he or she has or needs to develop a particular skill. They do not attempt to list all the things that a skilled individual might do and know, as a full competence framework would if designed, for example, to support formal assessment or as part of a qualification.

1.1 SOURCES FOR THE SKILLS FRAMEWORK

The AXELOS skills dictionary has been derived from the following sources:

- European e-Competence Framework, version 3.0
- ICB3 from the Institute of Project Management Association (IPMA) provides the international baseline for project and programme management
- Syllabus documents for PPM, specifically building on the themes and principles
- ITIL syllabus documents and manuals.

1.2 STRUCTURE OF THE SKILLS FRAMEWORK

Each skill represents a unique dimension of work, such as risk management or leadership, and provides recognizable descriptions of the main behaviours that an individual demonstrates when operating effectively. Each skill is defined at up to five different levels which represent the full range of responsibility/autonomy:

Level	Descriptor
1	**Intern /Entry level** Works primarily under supervision with responsibility for carrying out routine work.
2	**Practitioner** Works independently, primarily in non-complex situations, and may take some responsibility for the evaluation and improvement of work activities.
3	**Professional/ Manager** Works independently where there is unpredictable change; may manage others and be responsible for reviewing and developing performance of themselves and others.
4	**Lead Professional / Senior Manager** Manages complex technical or professional activities or projects, taking responsibility for decision-making in complex and unpredictable work; takes responsibility for managing professional development of individuals and groups.
5	**Executive** Manages and transforms work contexts that are complex, unpredictable and require new strategic approaches; takes responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams. Recognized as an expert by other professionals.

2 SKILL DEFINITIONS

2.1 SKILL SUMMARY

Skill	Description	Level				
		1	2	3	4	5
Project Portfolio Management						
Business case development	Developing business case documents to demonstrate feasibility of the proposed solution and secure management commitment and approval for investment in business change.					
Project and programme organization and governance	The definition of roles, responsibilities and accountabilities within the project/programme, and the design of the decision-making framework and management strategies.					
Project and programme planning	Following a structured planning process to develop and document the approach that a project/programme will adopt for delivery.					
Progress monitoring and control	Being able to compare and report actual achievements with the planned achievements, and implement corrective action to bring a project/programme back on track.					
Application of best practice processes, models and tools	Being able to select and use relevant best practice tools, techniques and methods to improve the planning, management, and control of projects and programmes.					
Portfolio, programme and project support	The provision of support for portfolio, programme and project management processes, procedures, tools and techniques.					
Portfolio definition	Being able to identify and prioritize projects and programmes into one or more portfolios that can be governed strategically to optimize their contribution towards the organization's goals.					
Portfolio management	Being able to develop and maintain an environment that supports individual projects and programmes within the portfolio to best achieve an organization's operational and financial goals — while honoring constraints imposed by customers, strategic objectives, or external real-world factors.					
Project risk management	Being able to design and implement management processes that enable risks to be identified, assessed, and prioritized, and to manage follow up activity to monitor and minimize risk probability/adverse impact or to maximize the realization of opportunities.					
Change control and configuration management	Being able to design and coordinate the processes that enable the project/programme to change its definition (scope, requirements and deliverables) in a controlled way.					
Project and programme quality management	The implementation of a quality plan and management system to assure that the outputs					

	produced by the project are "fit for purpose".				
Resource and cost estimation	The management of resources in order to plan, estimate and carry out projects and programmes work to time, budget and quality targets and in accordance with appropriate standards.				
Business analysis and change management					
Benefits management and realization	The approach for supporting the business to realize and track emergence of the projected benefits in the business case.				
Blueprint design	The design and definition of the future organization and identification of the changes needed to build new capabilities in the business.				
Stakeholder management and communication	The creation and implementation of plans to involve and communicate with people who are either affected by the decisions of the project/programme, or can influence its implementation.				
Business change management	Managing and leading the process of change to enable the successful development and integration of new capabilities within the business.				
Process improvement	The analysis of existing business processes and the development of new and improved approaches for carrying out business operations and achieving business goals.				
Requirements/needs identification	The ability to apply the principles of business analysis in requirement gathering for reengineering and improvement of business environments, operations, processes and practices.				
Information analysis	Setting up procedures to collect, organize, analyze and report information including the ability to discover and quantify patterns in data of any kind.				
Modelling	Uses relevant techniques (e.g. flowcharting, Unified Modelling Language (UML)) to represent the organization/data/processes/roles and to model future scenarios and concepts.				
IT Service Management					
Application of best practice processes, methods and tools	The selection and adoption of best practice approaches for implementation and continuous improvement of IT Service Management.				
Architecture design	Ability to apply architecture theories, principles, methodologies and frameworks.				
Availability management	The practice of identifying levels of IT Service availability for use in Service Level Reviews with customers.				
Business risk management	Planning and coordination of identification and assessment of risks to the business operation, particularly arising from IT.				
Capacity management	Ensuring that IT capacity meets current and future business requirements in a cost-effective manner.				
Component integration	Being able to integrate individual software and hardware components into new and existing systems.				

Configuration management	The identification of all IT assets of the organization and definition of their relationship to business processes, together with classification and management of the assets.					
Continuity management	Building and testing the continuity plan to ensure that an organization to continue to function in the event of a disaster or catastrophic event.					
Incident management	The monitoring and management of timely responses to incident reports to restore normal service operation as quickly as possible and minimize the adverse impact on the business.					
Innovating	Being able to research and evaluate technologies and recognize the opportunities that they present for improving performance.					
Information security strategy development	Leads development and communication of the organization's approach to security management.					
Information security management	Includes investigation of unauthorized access, compliance with security policies and the performance of other administrative duties relating to security management.					
Information and knowledge management	Being able to identify and manage structured and unstructured information and initiate information distribution policies.					
IT and business strategy alignment	Assuring that investments in IT projects and assets are directed toward achieving the organization's strategic vision and maximizing business benefits.					
IS Governance	Development and implementation of policies, roles, responsibilities, and processes to control how an organization's business divisions and IT teams work together to achieve its goals.					
IT Change management	Ensuring that standardized methods and procedures are used for efficient and prompt handling of all changes to control IT infrastructure, in order to minimize the number and impact of any related incidents upon service. Changes in the IT infrastructure may arise reactively in response to problems or externally imposed requirements, e.g. legislative changes, or proactively from seeking improved efficiency and effectiveness or to enable or reflect business initiatives, or from programmes, projects or service improvement initiatives.					
Problem management	The resolution (both reactive and proactive) of problems, including classification, prioritization and initiation of action, documentation of root causes and implementation of remedies to prevent future incidents.					
Release management	The process of managing software releases from development stage to software release.					
Relationship management	The management and analysis of relationships between customers, IT service providers and other stakeholders, with the goal of improving business relationships, assisting in customer retention and driving business improvement.					

Service delivery	Planning and implementation of the support processes to keep the IT environment functioning efficiently, effectively and securely.					
Service level management	The planning, implementation, control, review and audit of service provision, to meet customer business requirements.					
Service management policy and procedure design	The design and development of policies and processes to manage IT services.					
User support	Providing the customer or end user with information and support in response to an incident, or guidance about the company's IT products.					
Technology trend monitoring	Identification and evaluation of new developments in ICT to assess potential value for business improvement.					
Business and commercial						
Contract management	The overall management and control of the operation of formal contracts between own organization and suppliers, for supply of products and services.					
Purchasing	Ability to evaluate, negotiate, procure, and manage IT assets and services					
Financial management	Financial stewardship including development and monitoring of the budget and ensuring that funds are available to meet requirements of the project/programme and that they are properly accounted for.					
Resource management	Managing the workforce to enable effective service delivery and project working.					
Sales management	Drives the achievement of sales targets through the establishment and implementation of a sales strategy					
Leadership and personal						
Leadership and teamwork	Builds, leads and contributes to a team, managing it through its various stages of growth. This covers both teams set up for a particular project or to carry out a specific task and teams that are ongoing					
Communication and knowledge sharing	Conveying information and ideas verbally or in writing in a way that engages the audience (individuals or groups) and helps them understand and retain the message.					
Negotiation	Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties.					
Conflict management	Being able to harness the positive outcomes of conflict and reduce the negative ones between two or more people in an antagonistic situation by using effective inter-personal styles and methods.					
Staff awareness and development	Planning and supporting the development of individuals' skills and abilities so that they can fulfil current or future job/role responsibilities more effectively.					
Quality orientation (attention to	Shows concern for all aspects of the job, checks work					

detail)	to ensure accuracy.					
Business and environmental awareness	Understands the workings, structure and culture of the organization as well as the political, social and economic issues to achieve results.					
Planning and organization	Adopts a disciplined approach to organizing work, defining tasks and milestones to achieve objectives, and ensuring optimum use of resources and time.					

2.2 PROJECT PORTFOLIO MANAGEMENT

BUSINESS CASE DEVELOPMENT				
Developing business case documents to demonstrate feasibility of the proposed solution and secure management commitment and approval for investment in business change.				
1	2	3	4	5
_	_	Designs the business case for a small to medium scale project or business change. You can: Work with the project sponsor to understand project objectives Evaluate the possible and applicable sourcing models or options for delivery Present cost benefit analysis and reasoned arguments in support of the selected strategy Ensure compliance with business and technology strategies Communicate and sell business plans to relevant stakeholders and address political, financial and organizational interests.	Leads business case development for a complex project or change programme. You can: Engage senior stakeholders to build a shared understanding of the expected outcomes, and to establish success criteria Obtain formal agreement from a large and diverse group of potentially senior stakeholders to the proposed scope and approach.	Directs and prioritizes the development of business cases for the portfolios of an organization or an organizational unit. You can: Apply extensive business/specialist mastery to prioritize business cases for innovative ideas that align with business direction Provide direction of business cases for large, highly complex projects that impact the organization as a whole.

PROJECT AND PROGRAMME ORGANIZATION AND GOVERNANCE				
The definition of roles, responsibilities and accountabilities within the project/programme, and the design of the decision-making framework and management strategies.				
1	2	3	4	5
_	_	Sets up organization and governance for a small to medium scale project. You can: Identify the mix of expertise, knowledge, and capabilities required to deliver the project Agree the project team structure and defines responsibilities and reporting lines for each role Reach agreement with the business for access to skilled resources Make sure team members understand relevant policies, procedures, security and legal responsibilities.	Sets up organization and governance for a complex project or change programme. You can: Establish the organizational structure and coordinating mechanisms (e.g. steering group/project board), for a complex project or programme, Define the framework for project decision-making Establish the project support office (P3O/PMO) and processes for managing the project/programme,p e.g. quality management, issues and risks.	Directs management of project organization and governance for the portfolios of an organization or an organizational unit. You can: Lead the organization's policies for corporate governance of projects Establish robust criteria for project appraisal, selection and evaluation.

PROJECT AND PROGRAMME PLANNING

Following a structured planning process to develop and document the approach that a project/programme will adopt for delivery.

1	2	3	4	5
_	Supports development of project and programme plans. You can: Act under direction from the project manager to support preparation of realistic plans for projects and programmes Prepare plans for simple, straightforward project or for a sub-component of a project Estimate the type, cost and timing of resources Apply project planning principles.	Plans a small to medium scale project. You can: Develop work and product breakdown structures defining work activities and 'products' to be delivered at each stage of a project Identify dependencies and sequence activities into a realistic schedule Factor constraints on resource availability, skill levels, organizational capabilities, readiness and costs into the plan. Use estimation and planning techniques and software tools to drive precision and accuracy in plans. Agree the baseline plan with stakeholders.	Coordinates planning activities across a complex project or programme, ensuring all sub-project plans are integrated into the overall plan. You can: Identify cross-project and sub-project dependencies and reflects these in the plan From the schedule, determine key dates, such as milestones and gates, and devise project control methods around them From the schedule, determine critical path tasks and their resources, and devise project control methods around them Perform resource analysis and levelling to optimize resource efficiency Integrate project baselines and agree plans with stakeholders.	_

PROGRESS MONITORING AND CONTROL
Being able to compare and report actual achievements with the planned achievements, and implement corrective action to bring a project/programme back on track.

1	2	3	4	5
-	Monitors project performance. You can: Collect performance information from stakeholders Assess the integrity of information, identify gaps and potentially inaccurate data Make and verify routine calculations such as standard cost estimates, production rates, staff hours, and workload figures Prepare charts, graphs, and information for management or programme analysis reports from material provided Escalate risks and issues.	Monitors and controls performance of a small to medium scale project. You can: Analyze and report performance, resource usage and expenditure against plan Examine any areas that exceed agreed tolerances and take corrective action Lead/contribute to regular status meetings to review the 'health' of the project with key stakeholders.	Monitors and controls performance of a programme or complex project. You can: Develop systems for monitoring and reporting performance to collect information from sub-projects Scan the environment and anticipate factors that might affect successful delivery Lead stage reviews to assess the achievements of the project/programme and to confirm its continuing viability.	Directs management control for the portfolios of the organization or an organizational unit. You can: Develop and deliver reports on a portfolio of project activity for executive and external stakeholders (investors and lenders).

APPLICATION OF PPM BEST PRACTICE PROCESSES, MODELS AND TOOLS				
Being able to adopt and adapt relevant best practice tools, techniques and methods to improve the planning, management, and control of projects and programmes.				
1	**2**	**3**	**4**	**5**
_	Follows organizational best practice processes. You can: Understand processes relevant to management of projects and programmes in current workload Apply these as directed Stay up-to-date with organizational processes and tools for project management.	Applies best practice processes (e.g. PRINCE2®) to deliver a small to medium scale project. You can: Customize best practice processes to meet the needs of a project Build commitment to adopt and implement best practices Provide advice, coaching and technical support to embed best practice Stay up-to-date with emerging techniques and best practice.	Applies best practice processes (e.g. MSP®, PRINCE2) to a complex project or programme. You can: Customize best practice processes and lead their application within a complex project or programme Guide programme or project managers in application of best practice Build and promote a knowledge base of lessons learned and best practice from previous projects and programmes.	Leads the introduction of best practice processes, tools and methods in a portfolio of projects or work area. You can: Set and continuously improve organizational strategy for governing the direction and implementation of projects and programmes, using industry best practice methods as a benchmark. Provide strategic guidance and leadership on project rescue, recovery and resurrection.

PORTFOLIO, PROGRAMME AND PROJECT SUPPORT (P3O/PMO) The provision of support for portfolio, programme and project management processes, procedures, tools and techniques				
1	2	3	4	5
_	Complies with organizational processes to support a project or programme. You can: Set up and maintain an accessible central repository of project files, risk logs, change control and lessons learnt Provide administrative support to project boards, project assurance teams and quality review meetings Explain reporting procedures and requirements to stakeholders.	Provides successful and consistent delivery of support office (P3O/PMO) services for a programme or complex project. You can: Establish project documentation requirements or procedures and advise stakeholders Recommend project control solutions Track and report project and/or programme progress and performance, identifies issues and recommends changes when necessary Support programme or project boards, project assurance teams and quality review meetings.	Coordinates support office (P3O/PMO) for a portfolio of projects and programmes. You can: Manage resources for delivery of all stages (planning, estimation, execution) of project and programmes Establish information systems for gathering project and programme data Track and report progress and performance across a portfolio of projects or a programmes, identifying issues and recommending changes when necessary Assess the cross-project and commercial impact of changes within a portfolio of projects or a programme Contribute to reviews and audits of project and programme management to ensure conformance to standards, taking corrective action where appropriate.	_

PORTFOLIO DEFINITION Being able to identify and prioritize projects and programmes into one or more portfolios that can be governed strategically to optimize their contribution towards the organization's goals.				
1	**2**	**3**	**4**	**5**
_	_	_	Applies a systematic management framework to define and maintain a portfolio of projects and programmes. You can: Agree selection of programmes and projects for inclusion in the portfolio based on a project selection model (e.g. KPIs/ balanced scorecard) Recognize the interdependencies across programmes and projects in the portfolio Allocate staff to portfolio priorities applying resources with the skills and experience needed Lead senior stakeholders in reviewing the continuing relevance of projects and programmes within the portfolio based on a clear understanding of cost, risk and contribution to strategic objectives.	Leads strategic investment appraisal and decision-making for the portfolios of an organization or organizational unit. You can: Develop and agree project selection criteria and a project selection model for definition of portfolios Gain relevant management board approval for the portfolio structures and delivery plan Secure commercial agreements with suitable investors and suppliers to enable initiation.

PORTFOLIO MANAGEMENT

Being able to develop and maintain an environment that supports individual projects and programmes within the portfolio to best achieve an organization's operational and financial goals — while honouring constraints imposed by customers, strategic objectives, or external real-world factors.

1	2	3	4	5
_	_	Provides information to manage the project portfolio. You can: Produce reports and information for portfolio governance Make recommendations for changes to portfolio Understand the application of portfolio management techniques in your area.	Applies portfolio management approaches. You can: Define standard processes, tools and reporting schemes to be used in all programmes/ projects of the portfolio Establish/evaluate support functions (PMO) to ensure consistent management of projects and programmes Prioritize resources to deliver projects within the portfolio on time and to budget Monitor progress and performance of projects/programmes within the portfolio Identify issues with portfolio structure, risk, cost, progress or impact on business performance and benefits Assess the cross-project and commercial impact of changes within the portfolio.	Level 5 - Leads definition and implementation of portfolio management framework. You can: Define strategy for management of pipeline, resource, change, and finance across the project portfolio Authorize the structure of portfolios Develop project and programme managers in portfolio management techniques.

PROJECT RISK MANAGEMENT				
Being able to design and implement management processes that enable risks to be identified, assessed, and prioritized, and to manage follow up activity to monitor and minimize risk probability/adverse impact or to maximize the realization of opportunities				
1	2	3	4	5
_	Applies risk management principles in area of responsibility. You can: Identify, analyze and report risks in area of responsibility Monitor risk and implements agreed risk management activities.	Manages risk and opportunity for small to medium scale projects. You can: Carry out risk assessments, involving stakeholders and referring to specialists where relevant (e.g. legal and regulatory requirements) Evaluate risk (risk likelihood and impact) Prioritize risks for analysis and response planning Plan how to eliminate or mitigate risk Agree and communicate the risk response plan Track risks over the course of the project.	Implements processes, tools and techniques for the identification, assessment and management of risks across a programme or complex project. You can: Integrate risks from different sources to determine overall risk profile and exposure Use risk management charts, spreadsheets and other tools to evaluate and prioritize risks Assign resources for managing risk and developing contingency plans Collect information on how risks are being managed including contingency plans that have been put into place. Prioritize significant risks or issues, implementing project and programme recovery strategies as required.	Directs management of risk for important programmes and/or portfolios of an organization of organizational unit. You can: Assess the effectiveness of existing risk management processes and standards using external best practice processes as a benchmark Define and manage portfolio wide methods and tools for capturing and auditing risk Analyze the organization's risk appetite and determine acceptable level of portfolio risk Assess risk that stems from external factors and its impact on the project portfolios Foster and develop a risk-aware culture.

CHANGE CONTROL AND CONFIGURATION MANAGEMENT				
Being able to design and coordinate the processes that enable the project/programme to change its definition (scope, requirements and deliverables) in a controlled way.				
1	**2**	**3**	**4**	**5**
_	Follows change management processes to support successful project delivery. You can: Understand the principle of change management and configuration control and how they are applied in projects Follow project processes for managing change Apply version control for project related documents and products.	Manages change for a small to medium scale project. You can: Respond promptly to critical events and requests for change Assess potential impact on the project scope and objectives Ensure scope changes are defined, assessed and agreed to by the project sponsor before implementing them Incorporate scope changes once approved into project documentation to maintain traceability Control distribution of project related documents.	Implements systems and governance for managing change across a complex project or programme. You can: Ensure all changes to scope, finances or the schedule are assessed using agreed change management procedure Take actions to mitigate adverse impact from change Provide constructive challenges to change requests where applicable.	_

PROJECT AND PROGRAMME QUALITY MANAGEMENT				
The implementation of a quality plan and management system to assure that the outputs produced by the project are "fit for purpose" and meet the needs of the customer.				
1	2	3	4	5
_	Follows quality management processes to support project delivery. You can: Carry out testing to monitor quality and seek approval for the results Understand issues from the client perspective Apply corrective actions and report on actions to eliminate defects.	Manages quality for a small to medium scale project. You can: List the key project deliverables Agree quality criteria and measurable acceptance criteria for these with customers Plan (or contribute to planning) activities to assure project will achieve quality criteria Implement (or support implementation) the quality plan and follow up on outcomes Assess whether completed deliverables meet customer quality criteria, and secure their acceptance.	Manages quality for a programme or complex project. You can: Promote a culture focused on meeting customer needs Create opportunities for team members and customers to improve quality Ensure all quality reviews occur on schedule and follow up on outcomes.	Directs quality management for important programmes and/or portfolios of an organization or an organizational unit. You can: Direct impartial quality management or assurance function external to project resources Identify relevance of quality standards (e.g. ISO 9000) to projects and determine how to meet them.

RESOURCE AND COST ESTIMATION				
The management of resources in order to plan, estimate and carry out projects and programmes work to time, budget and quality targets and in accordance with appropriate standards.				
1	**2**	**3**	**4**	**5**
_	_	Estimates resources and costs for a small to medium scale project. You can: Prepare estimates of resources – people and equipment - to complete the work plan Use the quantity and cost of each resource to develop estimates of the cost of each task Identify when expenditure will take place, using activities in the project schedule to establish a cash flow forecast Place resource estimates under change control and continually revise as new information becomes available.	Estimates resources and costs for a programme or complex project. You can: Gather and integrate information on resource requirements from sub-projects and other relevant sources Include risk and uncertainty allowances Use statistical tools to calculate the probabilities of meeting project costs Apply and capture lessons learned to improve accuracy of estimating approach.	_

2.3 BUSINESS ANALYSIS AND CHANGE MANAGEMENT

BENEFITS MANAGEMENT				
Being able to guide and prepare the business to track and realize benefits as the project/programme delivers products into operational use.				
1	2	3	4	5
_	_	Defines anticipated business benefits and monitor their realization. You can: Create a benefits map showing relationship between benefits and project outputs Identify measures and mechanisms by which benefits can be measured Establish responsibility within the business for realizing the benefits Measure and review benefits against those predicted in the business plan Ensure that plans, work packages and outputs are aligned to the expected benefits.	Optimizes business impact and benefits of major projects and change programmes. You can: Promote the change programme vision to staff at all levels of the business operation Work with senior business stakeholders to ensure the business area is fully prepared to realize benefits Review the business case(s) for funding regularly to confirm continuing business viability, and change or stop activities that are no longer adding value.	Optimizes benefits realization across a portfolio of projects and programmes. You can: Oversee maintenance of benefit tracking over multiple years Report on commercial performance and realized benefits to shareholders, investors and other relevant stakeholders.

BLUEPRINT DESIGN				
Being able to define and model the future organization, and recognize the changes and new capabilities the business will need to achieve change.				
1	2	3	4	5
_	_	_	Defines and validates a blueprint (model). You can: Construct design for the future organization including, for example, the organization structure, processes, technology and information Conduct strategy studies, business requirements specifications and feasibility studies to assess viability of blueprint Define the gap between the current and future state organization Assess organizational readiness for the new solution Define changes and capabilities needed to support transition.	Works at the integration level, mapping the blueprint design to other organizational strategies. You can: Work with senior stakeholders to determine and plan business change initiatives Integrate the blueprint design for the future organization with other organizational strategies Define and secure senior stakeholder commitment to the target operating model (TOM) for future state.

STAKEHOLDER MANAGEMENT AND COMMUNICATION				
The creation and implementation of plans to involve and communicate with people who are either affected by the decisions of the project/programme, or can influence its implementation.				
1	**2**	**3**	**4**	**5**
_	Supports the management of stakeholders for a project. You can: Build strong relationships with stakeholders and arrange stakeholder engagement events Take responsibility for preparing and distributing reports to stakeholders Act as a central point of contact.	Manages stakeholders for a small to medium scale project. You can: Identify stakeholders and gather information to understand their needs and expectations Confidently engage with stakeholders to build commitment and support Communicate progress regularly to the project sponsor, any key stakeholders and project team members so there are no surprises regarding project status Recognize when there are conflicts, acknowledge the feelings and views of the people involved, and redirect their energy to a common goal.	Manages stakeholders for a programme or complex project. You can: Map stakeholder interest and influence to determine priorities for engagement and communication Establish constructive working relationships quickly with senior stakeholders and build a climate of trust Positively communicate the purpose/direction of the project/programme and builds commitment Set up reporting and communication channels for a programme or complex project.	Directs the management of stakeholders across the project portfolios of an organization or organizational unit. You can: Communicate the strategic direction and vision to Executive, third party shareholders and investors and public relations Cultivate and manage a range of relationships and key strategic alliances with internal and external stakeholders to ensure projects and programmes will deliver the agreed objectives Report on project and programme outcomes, status and performance to executive management and key stakeholders to ensure they are contributing to overall achievement of objectives.

BUSINESS CHANGE MANAGEMENT				
Being able to plan and manage the process of change so that new capabilities are successfully adopted within a business, with the least disruption possible to business operations.				
1	**2**	**3**	**4**	**5**
_	_	Plans and manages implementation of a non-complex business change. You can: Identify the procedures, systems, structures and roles that need to be changed Develop strategies and plan for change implementation Include communication and engagement activities to support people through the change process Identify training and support needs and plan to meet these Communicate progress and celebrate achievement Monitor the impact of change, taking any required remedial action and refining approach.	Leads deployment of significant business change or programmes. You can: Communicate a vision of the future, the reasons for the change and associated benefits to a diverse audience Integrate change management activities into the overall programme plan Work with business stakeholders to assess readiness and create implementation plans Make sure business stakeholders responsible for implementing change understand their responsibilities Track and report progress of business readiness plans Plan to maintain business and process continuity throughout change.	Champions and builds organizational capability for business change management. You can: Lead introduction of change management best practices Build support of business leaders to integrate change management into change projects and programme Champion examples of successful change.

PROCESS IMPROVEMENT The analysis of existing business processes and the development of new and improved approaches for carrying out business operations and achieving business goals.				
1	**2**	**3**	**4**	**5**
_	_	Follows a systematic methodology to evaluate, design and implement process or technology changes for measurable business benefit. You can: Measure effectiveness of existing processes Research and benchmark process design in specialist area (e.g. virtualization, open data) to identify potential improvements Make recommendations based on reasoned arguments Assess potential adverse consequences of process change.	Leads process analysis and improvement in a business area. You can: Demonstrate to senior management the business advantage of potential change Authorize implementation of innovations and improvements, within scope of authority, that will enhance competitiveness or efficiency Advise on process improvement methodologies.	_

REQUIREMENTS IDENTIFICATION				
The ability to apply the principles of business analysis in requirement gathering for reengineering and improvement of business environments, operations, processes and practices.				
1	**2**	**3**	**4**	**5**
_	_	Specifies requirements for non-complex change initiatives.

You can:

Accurately identify the stakeholders who need to participate in requirement gathering

Select requirement gathering techniques (e.g. interviews, workshops business process documentation) relevant to the situation

Ask probing questions and challenge stakeholders to uncover critical information

Translate stakeholder information into solution requirements

Capture information in a format stakeholders can review and validate

Baseline requirements and place under change control. | Specifies requirements for large and complex change initiatives.

You can:

Advise on the use of requirements analysis tools (e.g. Computer-Aided Software Engineering (CASE), Requirements Databases)

Resolve conflicts and ensure shared understanding of business requirements amongst a large and potentially diverse group of stakeholders

Agree priorities for business change with strategic stakeholders. | Works with senior stakeholders to build consensus on the requirements for strategic change.

You can:

Present findings to senior stakeholders,

Facilitate ideas generation and help them to envisage new solutions. |

INFORMATION ANALYSIS				
Being able to collect, organize, validate and analyze information to explore issues and provide meaningful insight to support decision-making.				
1	2	3	4	5
Carries out routine analysis of data. You can: Carry out routine analytical activities on data Approach information analysis methodically and objectively Report findings using agreed presentational techniques.	Recognizes trends in data and makes recommendations. You can: Recognize trends, patterns and draw logical conclusions from these Apply a variety of analytical techniques to with sensitivity to their limitations.	Manages analysis and reporting of information to meet customer/ stakeholder needs. You can: Establish customer needs for information Identify relevant sources of information Assess the integrity of data from multiple sources identifying gaps, errors and potentially inaccurate data Present meaningful metrics and information using a variety of presentational techniques to convey key findings, messages and recommendations.	Sources information to support strategic decision-making. You can: Define the information required to take strategic business decisions Assimilate and organize large amounts of data from diverse sources Suggest and apply analytical approaches to support business decision-making Think ahead to develop and recommend best course of action based on analysis of emerging trends.	Guides information analysis and use. You can: Provide leadership and guidance for analysis of information Establish methods for information analysis.

MODELLING				
Being able to use a range of relevant methods, tools and techniques (e.g. flowcharting, Universal Modelling Language (UML)) to represent the organization/data/processes/roles and to model future scenarios and concepts.				
1	2	3	4	5
_	Uses established modelling techniques as directed. You can: Effectively use modelling techniques as directed to determine and communicate solutions and model "what if" scenarios.	Selects and applies appropriate modelling techniques. You can: Competently use a range of modelling techniques relevant to your area of expertise (e.g. Use cases or UML for technical analysts, flowcharting for process analysts, Net Present Value (NPV)/Return On Investment (ROI) for commercial analysts) Review models with stakeholders, identify issues and resolve.	Leads modelling of business strategy and complex business change. You can: Apply knowledge of industry standard modelling techniques to advise on modelling approach and techniques Tailor modelling approaches to meet the needs of the organization Embed use of techniques across the analysis team.	_

2.4 IT SERVICE MANAGEMENT

IT Service Strategy

BUSINESS RISK MANAGEMENT Planning and coordination of identification and assessment of risks to the business operation, particularly arising from IT.				
1	**2**	**3**	**4**	**5**
_	Mitigates risk. You can: Understand and apply the principles of risk management Investigate solutions to mitigate specific IT risks.	Manages risk for a specific business/technical area. You can: Assess risk within a functional or technical aspect of the organization's business (e.g. web, cloud and mobile devices) Decide on appropriate actions required to reduce security and risk exposure Document potential risk and containment plans Audit IT processes and the environment.	Coordinates risk management across the organization. You can: Lead the definition of a policy for risk management by considering all the possible constraints, including technical, economic and political issues Implement the application of risk management policy and procedures to identify and manage business risk stemming from IT operations and services Delegate risk management assignments.	_

CONTINUITY MANAGEMENT				
Building and testing the continuity plan to ensure that an organization to continue to function in the event of a disaster or catastrophic event				
1	**2**	**3**	**4**	**5**
_	_	Contributes to the development and testing of the business continuity plan. You can: Identify information, assets and business processes that are critical for business continuity Assess the impact of disaster scenarios on local processes and information Work closely with those responsible for business continuity to input into the development and testing of recovery plans Raise awareness of contingency/continuity plans.	Leads definition and testing of the continuity plan for all knowledge and information services. You can: Work with specialists and business owners to identify and prioritize critical business processes for recovery Coordinate assessment of risk to the IT services that support critical business processes Identify the threats and vulnerabilities for each service, and develop counter-measures Produce the business continuity plans, for all Coordinate regular testing of the plan, analyses the results and implements improvements Ensure compliance with relevant government regulations.	_

INFORMATION SYSTEMS (IS) GOVERNANCE				
Being able to develop and implement policies, roles, responsibilities, and processes to control how an organization's business divisions and IT teams work together to use information systems to achieve their goals.				
1	**2**	**3**	**4**	**5**
_	_	_	Leads the implementation of Information Systems IS governance. You can: Establish organization structures and assign resources for implementing IS governance (e.g. boards/steering groups) Communicate, propagate and control relevant governance processes across the IT infrastructure Review governance arrangement to ensure they are fit for purpose.	Defines and aligns the Information Systems (IS) Governance strategy with the organization's corporate governance strategy. You can: Lead definition of the policies and procedures for IS governance Take into account all internal and external parameters such as legislation and industry standard compliance Influence risk management to achieve balance between business benefit and cost Adapt governance strategy to take into account significant changes in the external business environment.

IT AND BUSINESS STRATEGY ALIGNMENT Assuring that investments in IT projects and assets are directed toward achieving the organization's strategic vision and maximizing business benefits				
1	2	3	4	5
_	_	_	Applies the enterprise architecture models to ensure IT specifications and systems align with business requirements and will provide a secure environment. You can: Anticipate long-term business requirements Influence improvement of organizational process efficiency and effectiveness through application of IT Lead the construction and implementation of long-term innovative IT solutions.	Reaches consensus from the management team of the enterprise on the priorities for investment. You can: Make strategic policy decisions for the enterprise including sourcing decisions (make or buy).

INFORMATION SECURITY STRATEGY DEVELOPMENT				
Leading development and communication of the organization's approach to security management				
1	**2**	**3**	**4**	**5**
_	_	_	Leads development of enterprise policies and standards to maintain safety and security of information from external and internal threats. You can: Interpret external standards and best practices and use them to evaluate and improve organizational policies and procedures Develop standards for personnel screening Develop standards for appropriate physical storage of information Ensure compliance with legal requirements Identify responsibilities and accountability for information security management through the organization. Integrate information security disciplines with other security disciplines.	Embeds enterprise-wide security strategy. You can: Seek agreement to strategy with organization stakeholders Provides strategic leadership to embed information security into the culture of the organization Balance cost against security risk for the organization.

SERVICE MANAGEMENT POLICY AND PROCEDURE DESIGN				
Being able to design and develop policies and processes to manage IT services.				
1	2	3	4	5
_	_	_	Leads development of policies and procedures for a specific area of IT Service Management (ITSM). You can: Draft and present an IT service management policy and processes in your areas of expertise (e.g. availability management) for approval by senior managers Apply relevant standards and best practices (e.g. ITIL/COBIT) to create relevant management measures	Embeds enterprise-wide policies and procedures for IT Service Manager. You can: Lead development of the organization's strategy for managing IT Services and the policies, procedures, standards and methods necessary to implement the strategy. Seek agreement to strategy with organization stakeholders Provide strategic leadership to embed ITSM policies and procedures into the culture of the organization

INFORMATION AND KNOWLEDGE MANAGEMENT Being able to identify and manage structured and unstructured information and initiate information distribution policies.				
1	**2**	**3**	**4**	**5**
_	_	Designs, builds and maintains an information management system that meets the needs of end users. You can: Analyze business processes and associated information requirements Create information structures to enable exploitation and optimization of information.	Selects and advises on tools for information and knowledge management. You can: Integrate the appropriate structure into the corporate environment Select and advise on tools to allow the organization to capture, propagate and share information, and to capitalize from the business asset.	Promotes knowledge sharing through an organization. You can: Promote knowledge sharing strategies and share experiences with other areas of the business Correlate information and knowledge to create value for the business Apply innovative solutions based on knowledge retrieval.

IT Service Design

APPLICATION OF ITSM BEST PRACTICE PROCESSES, METHODS AND TOOLS				
Being able to select, adopt and adapt best practice approaches for design, implementation and continuous improvement of IT Service Management.				
1	2	3	4	5
_	_	Applies best practice processes in a technical area. You can: Apply relevant best practice processes, tools and methods Provide advice and coaching in area of specialism Stay up-to-date with emerging techniques.	Leads the introduction of best practice processes in a business/technical area. You can: Evaluate existing process against best practice Plan service improvement to align with best practice Provides advice, coaching and technical support to build commitment to best practice processes, tools and models.	Introduces best practice across the IT organization. You can: Set and continuously improve IT Service Management (ITSM) processes using industry best practice methods as a benchmark.

ARCHITECTURE DESIGN
Being able to plan, design and manage the IT structural framework to align IT systems with the mission, goals, and business processes of the organization.

1	2	3	4	5
_	_	Focuses on a single area of expertise. You can: Use specialist knowledge to specify and deploy relevant technology as part of an IT project, application or infrastructure improvement Identify change requirements and the components involved: hardware, software, applications, processes, information and technology platform.	Understands architecture across business but focuses on a single architecture (e.g. data, application). You can: Provide expertise to help solve complex technical problems and ensure best architecture solutions are implemented Define strategy to implement technology compliant with business need Take into account interoperability, scalability, usability and security Take account of current technology platform, obsolescent equipment and latest technological innovations Maintain alignment between business evolution and technology developments.	Leads development of enterprise architecture. You can: Provide Information Technology (IT) strategic leadership for implementing the enterprise strategy Apply strategic thinking to discover and recognize new patterns in vast datasets and new IT systems, to achieve business savings Specify, refine, update and make available a formal approach to implement solutions, necessary to develop and operate the IT architecture.

| AVAILABILITY MANAGEMENT | | | | |
| Being able to monitor, estimate, or report the level of availability of information systems or components. | | | | |
1	2	3	4	5
_	Carries out routine monitoring of availability. You can: Perform availability outage analysis Build reports and communicate aspects of availability management against agreed service levels Provide support to the Availability Managers.	Investigates and resolve failures to meet availability targets. You can: Coordinate parties to investigate and identify root cause of any failure to meet service levels Plan and monitor completion of activities to resolve issues Recommend actions to improve availability of IT services.	Develops strategies and best practices for availability management. You can: Develop policies and procedures for measuring and improving availability management Identify responsibilities for measurement and management of service availability through the organization. Interpret external standards and best practices for availability management and use them to evaluate and improve existing policies and procedures.	_

CAPACITY MANAGEMENT				
Ensuring that IT capacity meets current and future business requirements in a cost-effective manner.				
1	2	3	4	5
_	Monitors capacity. You can: Monitor utilization and identify potential shortfalls in capacity Provide support to the Capacity Manager.	Analyzes IT capacity requirements for a particular resource of service. You can: Capture capacity requirements for new and improved IT business services Analyze trends in business activity, peaks and business troughs Review actual IT capacity metrics against service level agreements to identify capacity issues Produce regular and ad-hoc usage/growth reports Document and manage breaches.	Designs and deploys the capacity management process and associated methods/techniques. You can: Use best practice processes (e.g. ITIL) to benchmark and improve internal capacity management processes Ensure capacity management processes are up-to-date Produce and maintain a capacity plan which prioritizes IT capacity improvements Lead capacity reviews with IT teams, suppliers and business owners where necessary Promote capacity management awareness across the IT service.	_

INNOVATING				
Being able to research and evaluate emerging technologies and recognize the opportunities that they present for improving performance.				
1	**2**	**3**	**4**	**5**
–	–	–	Recognizes and exploits the opportunities provided by IT to advance the organization or community. You can: Think creatively to envision exploitation of technological advances to address business/society needs or research direction Devise creative solutions for the provision of new concepts, ideas, products or services Integrate disparate concepts to devise unique solutions.	Leads the investigation and application of innovative methods for exploiting IT to benefit an organization or community. You can: Challenge the status quo and provide strategic leadership for the introduction of revolutionary concepts.

TECHNOLOGY TREND MONITORING				
Identification and evaluation of new developments in Information and Communication Technology (ICT) to assess potential value for business improvement.				
1	2	3	4	5
_	_	_	Assesses potential value of latest IT development in areas of specialist expertise. You can: establish understanding of evolving technologies Identify business advantages of adopting emerging technologies Devise innovative solutions for integration of new technology into existing products, applications or services or for the creation of new solutions Provide expert guidance and advice to the leadership team to support strategic decision-making.	Coordinates analysis and exploitation of emerging technology trends. You can: Bring together research on emerging technology trends to envision and articulate future IT solutions for customer-oriented processes, new products and services Promote the vision and opportunities that emerging technology presents to the business Raise awareness amongst business leaders on the relevance and value of these to the organization.

SERVICE LEVEL MANAGEMENT

Being able to negotiate and agree service level agreements (SLA) to meet customer business requirements, and audit service provision to monitor whether it is achieving agreed targets.

1	2	3	4	5
_	_	Evaluates and reports service performance against the SLA. You can: Ensure the catalogue of current IT services is accurate and up-to-date Monitor achieved service levels and compare them with agreed service levels Produce meaningful metrics and circulate to relevant stakeholders.	Negotiates revision of SLAs in accordance with overall objectives. You can: Negotiate realistic service performance levels taking into account the needs of the business and capacity of stakeholders in the supply chain. Define service level agreements (SLAs) and underpinning contracts for services offered.	_

IT Service Transition

CONFIGURATION MANAGEMENT				
The identification of all IT assets of the organization and definition of their relationship to business processes, together with classification and management of the assets.				
1	**2**	**3**	**4**	**5**
_	Logs configuration information. You can: Log and update details of configuration items (CIs) within the Configuration Management Database (CMDB) Verify that information is complete and accurate Understand and apply organizational guidance for classifying and managing CIs.	Ensures accuracy of data within the CMDB. You can: Perform regular checks to ensure the information in the CMS is complete and an accurate representation of the configuration items actually installed in the production environments Track configurations for change detection and management.	Leads implementation of the CMDB and configuration processes You can: Select tools, implement and manage the CMDB Define standard processes and procedures for version and change control updates to maintain integrity of CMDB Benchmark internal processes with best practices (e.g. ITIL) and plan improvement Manage the interface with other IT Service Management (ITSM) processes (e.g. change management) Explain processes and best practices to those affected.	_

| RELEASE MANAGEMENT | | | | |
| The process of managing <u>software releases</u> from <u>development</u> stage to software release. | | | | |
1	2	3	4	5
_	Contributes to release management activities. You can: Use tools and techniques for specific release and deployment tasks Document technical activities.	Creates and manages the release plan. You can: Schedule releases, working with requesters, developers approvers and other stakeholders to define the release plan Communicate progress to stakeholders and highlight risks and issues Ensure releases are traceable, secure, tested and authorized before release. Carry out post-release reviews Monitor integration testing.	Leads deployment of release management processes and plans. You can: Organize and chair release readiness reviews Create and/or implement processes or products to efficiently manage the release of code Provide authorization for critical release activities and point of escalation.	_

IT CHANGE MANAGEMENT

Ensuring that standardized methods and procedures are used for efficient and prompt handling of all changes to control IT infrastructure, in order to minimize the number and impact of any related incidents upon service. Changes in the IT infrastructure may arise reactively in response to problems or externally imposed requirements, e.g. legislative changes, or proactively from seeking improved efficiency and effectiveness or to enable or reflect business initiatives, or from programmes, projects or service improvement initiatives.

1	2	3	4	5
_	Follows guidelines to implement requests for change. You can: Apply the organization's change control procedures Minimize service disruption as a consequence of changes and adheres to defined service level agreement (SLA).	Manages the Change Management process. You can: Assess change proposals Authorize and document "standard changes" Refer significant changes to the Change Advisory Board for assessment Ensure efficient control and scheduling of software or hardware modifications to prevent multiple upgrades creating unpredictable outcomes Ensure consideration and compliance with information security procedures Control the application of functional updates, software or hardware additions and maintenance activities to ensure the integrity of the system.	Manages complex IT change and lead development of Change Management strategies. You can: Define policies and procedures for managing change to the live environment Interpret external standards and best practices for change management and use them to evaluate and improve existing policies and procedures Identify responsibilities for IT change management through the organization. Support, advise and guide other to apply change management procedures Evaluate risks to the live system associated with complex IT change and prepare plans for implementation.	_

COMPONENT INTEGRATION

Being able to integrate individual software and hardware components into new and existing systems.

1	2	3	4	5
_	Integrates hardware, software or sub-system component into an existing or a new system. You can: Act systematically to ensure compatibility of software and hardware specifications Document all activities during installation and records deviations and remedial activities Measure system performance before, during and after integration Verify that integrated systems capabilities and efficiency match specifications.	Accounts for own and others' actions in the integration process. You can: Take into account the compatibility of existing and new modules to ensure system integrity, system interoperability and information security Comply with appropriate standards such as configuration management and change control procedures to maintain integrity of the overall system functionality and reliability.	Develops policie*S* and processes for integration management. You can: Create a process for the entire integration cycle including the establishment of internal standards of practice Assign resources for programmes of integration.	_

IT Service Operation

INCIDENT MANAGEMENT				
This means being able to… monitor and manage timely responses to incident reports to restore normal service operation as quickly as possible, and minimize the adverse impact on the business.				
1	**2**	**3**	**4**	**5**
_	Records and classifies incident information. You can: Identify and classify incident types and service interruptions to build the knowledge system Record incidents cataloguing them by symptoms and resolutions.	Leads implementation of incident management policy and procedures. You can: Monitor incident records to ensure they include adequate information and that there is evidence of follow-up Work with IT Line Managers to ensure they are fulfilling their incident management responsibilities Ensure that incidents are managed according to procedures Chair Incident Management meetings.	Leads development of incident management policies and procedures and major incident teams. You can: Lead major incident teams to find fast resolution and restore services Construct escalation procedures to ensure that appropriate resources can be applied to each incident Schedule and ensure well-trained people, tools and diagnostic equipment are available to manage emergency incidents. Interpret external standards and best practices for change management and use them to evaluate and improve existing policies and procedures Identify responsibilities for incident management and guide/coach others to apply change management procedures.	_

PROBLEM MANAGEMENT Being able to resolve IT problems, including classification, prioritization and initiation of action, documentation of root causes and implementation of remedies to prevent future incidents.				
1	**2**	**3**	**4**	**5**
_	_	Investigates incidents to establish the root cause, and resolve or escalate. You can: Make sound decisions in emotionally charged environments on appropriate action required to minimize business impact Check the knowledge system to find out if a similar problem has occurred in the past Rapidly identify failing components, selecting alternatives such as repair, replace or configure Update knowledge base to facilitate future resolution of common errors Optimize system or component performance.	Provides leadership and for the problem management process. You can: Monitor progress of issues through lifecycle and communicate progress effectively Deploy a knowledge system based on recurrence of common errors Has depth of expertise to anticipate critical component failure and make provision for recovery with minimum downtime.	_

USER SUPPORT				
Providing the customer or end user with information and support in response to an incident, or guidance about the company's IT products.				
1	2	3	4	5
Provides first line user support. You can: Effectively question users to establish symptoms Follow guidelines and apply basic product knowledge to resolve user requests Escalate unresolved incidents Document actions taken.	Provides second line user support. You can: Interrogate relevant databases for potential solutions Deploy available support tools to systematically trace source of error or technical failure Escalate complex or unresolved incidents Record and track issues from outset to conclusion Minimize interruptions in customers' ability to carry out critical business activities.	Manages the user support function. You can: Manage the support process, and ensure the operation meets agreed service levels Plan resourcing of the service desk to meet defined service levels Develop customer support policies, procedures and standards Ensure rigorous application of information security/information assurance policies, principles and practices in the delivery of customer support services Monitor solutions outcomes and customer satisfaction.	_	_

SERVICE DELIVERY
Being able to plan and implement the support processes to keep the IT environment functioning efficiently, effectively and securely in accordance with the established service level agreements (SLAs).

1	2	3	4	5
Records and tracks service performance. You can: Act under guidance to record and track reliability data against the SLA.	Analyzes and maintains systems. You can: Take action and carry out maintenance to ensure stable and secure applications and IT infrastructure to avoid potential service disruptions Update operational document library and logs all service incidents Systematically analyze performance data and communicate findings to senior experts Escalate potential service failures and security risks and recommends actions to improve service reliability Track reliability data against relevant SLAs.	Manages delivery of IT services. You can: Programme the schedule of operational tasks to ensure stable and secure applications and IT infrastructure Manage the costs and budget according to the internal procedures and external constraints Identify the optimum number of people required to resource the operational management of the IT infrastructure.	_	_

INFORMATION SECURITY MANAGEMENT				
Being able to investigate unauthorized access, monitor compliance with security policies and perform other administrative duties relating to security management.				
1	2	3	4	5
_	Performs routine security monitoring in accordance with organizational procedures. You can: Perform security audits Record and escalate non compliance Investigate minor security incidents and instigate remedial measures to address security breaches.	Monitors security incidents and investigates security breaches. You can: Investigate security incidents and instigates remedial measures to address security breaches Make recommendations for security policy and strategy to ensure continuous improvement of security provision Monitor security incidents.	Leads implementation of information security policy in a business area or organization. You can: Coordinate analysis of security risks and development of preventative action plans for critical risks Investigate major security breaches Lead the implementation of security programmes designed to anticipate, assess, and minimize system vulnerabilities; e.g., intrusion detection or access authentication programmes Evaluate security management measures and indicators and decides if compliant to information security policy Assess proposed new systems, networks, and software designs for potential security risks Proactive in analyzing the business environment to identify emerging risks and vulnerabilities to intrusion and attacks.	_

Relationship management

RELATIONSHIP MANAGEMENT				
Managing relationships between customers, IT service providers and other stakeholders, with the goal of improving business relationships, assisting in customer retention and driving business improvement.				
1	2	3	4	5
_	_	Manages a limited number of stakeholders. You can: Establish and maintain positive business relationships with customers, suppliers and partners (internal or external) Collate information and feedback to understand business customer needs, concerns and complaints and ensure these are addressed Manage supply chain communications between customers, suppliers and other partners Show empathy with stakeholders in the supply chain Ensure that stakeholders concerns or complaints are addressed in accordance with organizational policy.	Builds strategic relationships with key stakeholders; may manage many stakeholders. You can: Build strategic relationships with senior stakeholders in a business area Share information with customers about IT capabilities and services and how they meet business needs Anticipate how actions and plans to develop IT services will affect customers, and ensure their business requirements are understood and addressed Foster positive relationships with stakeholders in the supply chain.	Directs the management of stakeholders across the organization. You can: Cultivate and manage a range of relationships and key strategic alliances with internal and external stakeholders Identify key relationships that should be initiated to understand the IT demands of the business Lead the design of a workable procedure for understanding business needs and managing business relationships.

2.5 BUSINESS AND COMMERCIAL

Contract Management				
The negotiation and management of contracts in accordance with organizational processes to ensure that deliverables are provided on time, meet quality standards and conform to compliance standards.				
1	2	3	4	5
_	Monitors supplier performance. You can: Act systematically to monitor whether deliverables are provided on time, meet quality standards and conform to compliance requirements Promptly escalate defaults.	Evaluates supplier performance. You can: Use performance indicators to monitor and evaluate performance Assess supplier compliance to legal, health and safety and security standards Communicate regularly with suppliers and foster positive working relationships Address non-compliance and escalate significant issues Influence the terms of contract renewal Maintain budget integrity.	Negotiates contracts and leads contract compliance. You can: Negotiate contract terms and conditions Act as the final point for issue resolution Drive recovery plans and amend contracts if necessary Assure performance of the supply chain and drive continuous improvement.	_

PURCHASING				
The application of a consistent procurement procedure including deployment of the following processes; specification requirements, supplier identification, proposal analysis, compliance, contract negotiation, supplier selection and contract placement.				
1	2	3	4	5
_	Supports purchasing operations. You can: Apply the procurement process Place orders based on existing supplier contracts Ensure the correct execution of orders including the validation of deliverables and correlation with subsequent payments.	Evaluates suppliers and makes or supports purchasing decisions. You can: Prepare, verify and control procurement documents (e.g. Request for Proposal (RFP)/Request for Information (RFI)) Use your specialist knowledge in a specific area (e.g. software licensing) to support the purchasing process Select suppliers, products and services by evaluating performance, cost, timeliness and quality Ensure compliance with procurement procedures, existing supplier frameworks and legislation Decide contract placement and comply with organizational policies to prepare contract.	Leads major purchasing decisions and ensures purchasing processes are fit for purpose. You can: Negotiate terms, conditions and pricing for major contracts Review, sign off and approve RFP/RFI documents Ensure the entire purchasing process is fit for purpose and complies with legal requirements Lead process improvement.	_

FINANCIAL MANAGEMENT
Being able to prepare, justify, and/or administer the budget for a work area or project/programme; and plan, administer, and monitor expenditure to ensure cost-effective support of programmes and business activities.

1	2	3	4	5
_	_	Manages finance for a team or project. You can: Prepare a budget for an agreed set of work/project activities Manage expenditure and monitor actual spend against financial targets Investigate risk areas where budgets and expenditure may exceed their agreed tolerances, and report these Ensure accurate allocation and apportionment of all incurred costs in line with organizational procedures.	Manages finance for a business area or major programme of work. You can: Negotiate and agree financial budgets and targets Establish systems for the accounting, budgeting and if applicable, charging of resources and services Schedule and arrange availability of agreed funds/finance to meet project(s) or business operation needs Delegate budgets for clearly defined activities to colleagues in your project or business area Use cost management methods, techniques and tools (e.g. Earned Value Analysis (EVA)) to measure and report expenditure against plan.	Directs the management of the costs and financial resources for the portfolios of an organization or an organizational unit. You can: Provide strategic financial management of finances: capital/non-cash funding, project cost amortization, accrual management, and cost of capital management.

RESOURCE MANAGEMENT

Being able to plan, allocate and monitor use of resources and assets to deliver effective and efficient services, and support successful project working. Resources include for example, people, materials, equipment, business information and other infrastructure.

1	2	3	4	5
_	Uses resources efficiently to meet personal work goals. You can: Use resources and assets in a conscientious and effective manner to meet goals Monitor the efficient and appropriate use of resources and assets Identify wasteful practices.	Plans and organizes resources for a team or project. You can: Assign and communicate roles and responsibilities to maximize team effectiveness Explore ways of more effectively utilizing resources and assets.	Plans and organizes resources for a business area or programme. You can: Identify gaps in resources that impact on achievement of business and/or project goals Develop strategies to address gaps in resources taking into account organizational constraints Ensure that information and knowledge sharing is integrated into all projects and programmes.	Level 5 - Plan and organize resources at a strategic level across an organization or across a portfolio. You can: Direct resources to those areas where they will make the most effective contribution to long-term goals Ensure there is adequate skilled resource to meet service and project delivery requirements.

SALES MANAGEMENT

Being able to drive the achievement of sales results through the establishment and implementation of a sales strategy.

1	2	3	4	5
–	–	Manages the sales process to achieve agreed targets.	Establishes sales strategies and procedures to deliver company results.	Assumes ultimate responsibility for the sales performance of the organization.
		You can:	You can:	You can:
		Present the organization's products or services to new or existing customers or prospects	Design and establish sales strategies	Authorize resource allocation
		Demonstrate the added value of products and services to the customer's business operation	Establish a sales support procedure providing efficient responses to sales enquiries	Prioritize product and service promotions
		Adopt a systematic approach to the sales process, including understanding customer needs, forecasting, prospect evaluation, negotiation and sales closure.	Decide and allocate annual sales targets, and monitor performance	Advise board directors of sales performance.
			Adjust incentives to reflect market conditions	
			Lead bid processes for strategic/significant business opportunities.	

2.6 LEADERSHIP AND PERSONAL SKILLS

LEADERSHIP AND TEAMWORK				
Being able to contribute to, motivate and lead a team; foster team spirit and manage it through its various stages of growth; align its activities with the broader objectives of the business.				
1	2	3	4	5
Plays a full part in the team. You can: Build and sustain positive relationships with team members and customers Respect and value others and be sensitive to different opinions and perspectives Be responsive to changing team priorities.	Demonstrates personal leadership in a team. You can: Share information with team members to help them be effective Support colleagues to help them achieve goals Foster team spirit and promote team goals Take the lead in areas of specialism and personal strength.	Provides leadership to the team. You can: Establish clear goals Foster a culture that is focused on meeting customer and business needs Adapt leadership style to a variety of situations Value and encourage input from team members Clearly agree what you expect of others and hold them to account Provide constructive feedback, coach and support others to make the best of their abilities Refocus the team on achieving its purpose when things go wrong.	Empowers team members. You can: Support team members to take decisions independently and take the lead in their area of expertise Create an environment where team members consistently push to improve performance and productivity Recognize and promote achievements.	Aligns and inspire teams across an organization or organizational unit. You can: Build commitment to a shared vision and sense of purpose Win trust and support for your leadership. Align team objectives and priorities with the broader objectives of the organization. Ensure that appropriate linkages/partnerships between teams are maintained.

COMMUNICATION AND KNOWLEDGE SHARING

Being able to express information clearly and succinctly, orally and in writing, taking into account the audience and the nature of the information (for example, technical, sensitive, controversial); make clear and convincing presentations; initiate and promote sharing information
within a business area.

1	2	3	4	5
Listens and communicates clearly. You can: Actively listen to others by checking your understanding of what others say Confidently present messages in a clear and precise manner Structure written information to ensure clarity.	Encourages two-way communication and knowledge sharing. You can: Challenge ideas constructively Respond to and discuss issues without being defensive Share information, good practice and expertise with others to help them become more effective.	Communicates persuasively and diplomatically. You can: Get messages understood by adopting a wide range of styles, tools and techniques Use persuasive logic to win support or change views Deliver difficult/unpopular messages with clarity and diplomacy.	Shares complex information across diverse audiences. You can: Use a mix of communication methods to promote shared understanding across diverse audiences Convey complex messages and issues clearly and credibly Use, promote and develop ways to capture and share information across a programme or business area(s). Address problems with information flows.	Formulates knowledge sharing strategies and negotiates strategically at senior levels. You can: Be persuasive and diplomatic in discussions with other organizations, departments and senior stakeholders Introduce knowledge sharing strategies across an organization or programme Build a culture that encourages information sharing at all levels.

BUSINESS AND ENVIRONMENTAL AWARENESS This means being able to… use your understanding of the structure and culture of an organization, and the technical, economic, political and social trends that affect it, to work effectively and improve business results.				
1	2	3	4	5
Understands contribution to business goals. You can: Explain the organization's business goals Recognize how your work contributes to the achievement of team and business goals Follow policies, rules, methods and operating procedures that relate to your role.	Uses the formal and informal decision-making structures in the organization. You can: Identify the key decision-makers and influencers in your area of work Effectively use formal and informal channels and networks to acquire information, assistance and accomplish work goals.	Aligns work/project activities with future business plans to achieve greater efficiency. You can: Communicate the purpose of your work/project and how it aligns with business goals Keep up-to-date with current and future business and operational plans Accurately describe the needs and issues of your internal and external stakeholders Seek to maximize the business benefits that stem from work activities in your area.	Assesses the potential impact of trends and industry developments on a business area or programme. You can: Actively research industry trends and anticipate issues, risks and opportunities that stem from these Identify and minimize risk in your area of operation.	Develops strategy and ensures the long-term effectiveness of the organization by understanding the influences on it. You can: Anticipate the impact of potential trends and developments in the political, social and economic environment on the organization Foster an organizational culture that meets the needs of customers and key stakeholders Lead/contribute to the formulation of policy and strategy and the creation of programmes and projects in line with strategic plans.

NEGOTIATION				
Being able to work with others to reach a mutually acceptable solution as part of a sales, contracts, buying or other contractual process.				
1	2	3	4	5
_	_	Develops and leads negotiations in a specialist area. You can: Explore all parties' needs, concerns, and initial positions, including own. Identify the commercial drivers that influence all parties and the levers that can be used in negotiating/influencing contractual arrangements Present sound and well-reasoned arguments to convince others Build support for preferred alternatives by relating them to the other parties' needs Anticipate counter arguments and prepare effective responses Identify a range of alternative positions and evaluate them openly to find win-win positions.	Facilitates group negotiations and decision-making. You can: Use group process skills to lead a group to agreement Build coalitions and build behind the scenes support for a proposition Build an extensive network of contacts.	Leads strategically important and complex negotiations. You can: Design strategies to position and promote propositions to a range of internal and external stakeholders Gain support by using the economic, political and legal forces affecting the organization.

CONFLICT MANAGEMENT				
Being able to manage and resolve conflicts, grievances, confrontations, or disa greements in a constructive manner to minimize negative personal impact.				
1	2	3	4	5
Understands impact of behaviour on others. You can: Assess the potential impact of your views and actions on others and how it may create conflict.	Addresses areas of conflict in a constructive manner. You can: Listen actively to understand differing interests and opposing points of view Present your views constructively and objectively when challenging others Act collaboratively to establish points of agreement and disagreement.	Anticipates and minimizes likely sources of conflict. You can: Think ahead to anticipate likely areas where misunderstanding or disruptive conflict may occur Focus the parties involved on shared goals, avoiding personal issues and criticisms. Present and seek potential solutions to positively resolve any conflict.	Uses formal strategies for resolving conflict. You can: Use mediation and dispute resolution techniques to resolve significant disagreements.	Creates an environment where conflict is managed positively. You can: Promote a culture that encourages open debate and conflict positively Demonstrate role model behaviour as a fair leader who respects and values others' viewpoints.

STAFF AWARENESS AND DEVELOPMENT				
Being able to diagnose individual and group competence, and provide a supportive environment with training and development options that enable staff to build and apply new knowledge and skills.				
1	2	3	4	5
_	Support learning and development for individuals and groups. You can: Provide briefing/training sessions to individuals and groups Use specialist knowledge and skills to advise, guide and coach individuals.	Manages learning and development for individuals and teams. You can: Lead or support the assessment of individual and group competence, identifying skills needs and skill gaps Support selection of appropriate development options taking into account the individual, project and business requirements Incorporate opportunities for skills development within routine work processes Coach and/or mentor individuals and teams.	Manages learning and development to address strategic skills needs in a business area or across the workforce. You can: Collate information on professional development needs of staff to meet organizational requirements Secure commitment and resources for development activities Lead selection and development and delivery of learning programmes to grow staff skills Ensure equitable access to training and development Evaluate effectiveness of learning on the business.	_

QUALITY ORIENTATION (ATTENTION TO DETIAL) Ensuring accuracy and showing concern for all aspects of the quality of the jobs.				
1	2	3	4	5
Checks work for accuracy. You can: Accurately and carefully follow established procedures Check work to ensure it is complete and free from errors (e.g. typographical mistakes, miscalculations) Act promptly to correct quality defects.	Prioritizes and manages own work to ensure high quality outputs. You can: Adopt a disciplined approach to work and allocate enough time for completion of tasks Give your full attention to completion of a task and avoid distractions.	Improves attention to detail and quality of outputs within a team or area of responsibility. You can: Foster a culture where attention to detail is valued Provide constructive feedback to support colleagues who need to develop their quality orientation. Seek out opportunities to improve processes, outcomes and products.	_	_

PLANNING AND ORGANIZATION

Being able to organize work, set priorities, and determine resource requirements; determine short or long-term goals and strategies to achieve them; coordinate with other organizations or parts of the organization to accomplish goals.

1	2	3	4	5
Completes assigned tasks. You can: Complete agreed tasks in accordance with plans Monitor progress to ensure achievement of agreed deadlines Deliver high quality work to the best of your ability.	Plans and prioritizes work to achieve objectives. You can: Agree work goals and identify tasks to achieve objectives Use project management principles to plan and organize work Prioritize work on the basis of priorities for the organization and the customer Use time effectively and stay focused under pressure Act promptly when confronted with a problem, escalating risks and issues Be assertive and agree only to what is realistically achievable.	Plans and organizes work for a team. You can: Establish clear goals Identify resources and people needed to complete work and factor their availability into the plan Gain commitment to the plan from other people Make adjustments to priorities, timelines and approach when appropriate Identify key performance criteria to monitor work effectiveness.	Leads development of plans for service or business area. You can: Lead development of plans that meet the needs of the business and will result in service delivery and improvement Consider possible sourcing models for resources Help to remove barriers to success by providing resources and encouragement as needed Effectively use diverse talents, technology and resources to deliver within agreed parameters Communicate and sell business plan to stakeholders and address political, financial and organizational concerns.	Develops strategic business plans for achievement of overall business goals. You can: Ensure that organizational goals are identified in accordance with the strategic plan Secure and allocate resources in line with strategic direction Set and communicate priorities for the broader organization.