

Dimension 1	Dimension 2	Dimension 3				
		e-1	e-2	e-3	e-4	e-5
Plan	A.4 : Product / Service Planning					
Manage	E.2 : Project and Portfolio Management					
	E.3 : Risk Management					
	E.4 : Relationship Management					
	E.7 : Business Change Management					

This e-CF Explorer is an initiative of IT Professionalism Europe (ITPE) with the aim to increase visibility and accessibility of the e-Competence Framework. It is part of ITPE's pledge to the Digital Skills and Jobs Coalition to promote this European standard to different users across the EU.

Sources: CEN/TC 428, the 'e-Competence Framework' - EN 16234-1:2019, 2019 and CEN Workshop agreement, 'European ICT Professional Role Profiles', CWA 16458-1, 2018, 'IT Professionalism Europe – [www.itprofessionalism.org](http://www.itprofessionalism.org)'

## A.4 Product / Service Planning

Analyses and defines current and target status. Estimates cost effectiveness, points of risk, opportunities, strengths and weaknesses, with a critical approach. Creates structured plans; establishes time scales and milestones, ensuring optimisation of activities and resources. Manages services portfolio and change requests. Defines delivery quantity and provides an overview of additional documentation requirements. Specifies correct handling of products in accordance with current legislation.

Level 1	-
Level 2	Systematically documents standard and simple elements of a product.
Level 2	Exploits specialist knowledge to create and maintain complex documents.
Level 3	Provides leadership and takes responsibility for, developing and maintaining overall plans.
Level 4	-

## E.2 Project and Portfolio Management

Implements plans for a program of change. Plans, directs and manages a single or portfolio of ICT projects or services to ensure co-ordination and management of interdependencies. Orchestrates projects to develop or implement new, internal or externally defined processes to meet identified business needs. Defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget, optimises costs and time utilisation, minimises waste and strives for high quality. Develops contingency plans to address potential implementation issues. Delivers project on time, on budget and in accordance with original requirements taking into account changing circumstances. Creates and maintains documents to facilitate monitoring of project progress.

Level 1	-
Level 2	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects, Optimises costs and minimises waste.
Level 2	Accounts for own and others activities, working within the project boundary, making choices and giving instructions, optimising activities and resources. Manages and supervises relationships within the team; plans and establishes team objectives and outputs and documents results
Level 3	Manages complex projects or programmes, including interaction with others. Influences project strategy by proposing new or alternative solutions and balancing effectiveness and efficiency. Is empowered to revise rules and choose standards. Takes overall responsibility for project outcomes, including finance and resource management and works beyond project boundary.
Level 4	Provides strategic leadership for extensive interrelated programmes of work to ensure that Information Technology is a change enabling agent and delivers benefit in line with overall business strategic aims. Applies extensive business and technological mastery to conceive and bring innovative ideas to fruition.

## E.3 Risk Management

Implements the management of risk across information systems through the application of the enterprise defined risk management policy and procedure. Assesses risk to the organisation's business, including web, cloud and mobile resources. Documents potential risk and containment plans.

Level 1	-
Level 2	Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.
Level 2	Decides on appropriate actions required to adapt security and address risk exposure. Evaluates, manages and ensures validation of exceptions; audits ICT processes and environment.
Level 3	Provides leadership to define and make applicable a policy for risk management by considering all the possible constraints, including technical, economic and political issues. Delegates assignments.
Level 4	-

## E.4 Relationship Management

Develops positive business relationships in a diverse stakeholder environment facilitating multi-disciplinary team collaboration. Maintains regular communication with colleagues, customers, partners and suppliers, displaying empathy with their different contexts and perspectives. Ensures that different stakeholder needs, concerns or complaints are understood and addressed in accordance with organisational policy.

Level 1	-
Level 2	-
Level 2	Accounts for own and others actions in managing a limited number of stakeholders
Level 3	Provides leadership for large or many stakeholder relationships. Authorises investment in new and existing relationships. Leads the design of a workable procedure for maintaining positive business relationships.
Level 4	-

## E.7 Business Change Management

Assesses the implications of digital transformation, potential digital disruption and change. Defines the requirements and quantifies the business benefits. Manages change taking into account structural and cultural issues. Maintains business and process continuity throughout change, monitoring the impact, taking any required remedial action and refining approach.

Level 1	-
Level 2	-
Level 2	Evaluates change requirements and exploits specialist skills to identify possible methods and standards that can be deployed
Level 3	Provides leadership to plan, manage and implement significant ICT led business change
Level 4	Applies pervasive influence to embed organisational change.