
Overview

Sub-discipline Benefits Realisation (205) is concerned with the competencies required to ensure that the commercial and strategic objectives of an organisation are supported by IT enabled business change initiatives, including reducing environmental impact through adoption of green IT.

Working in the Senior Professional (2055) role will involve:

- Developing benefits and business case proposals for change programmes for IT enabled systems (2055.01);
- **Managing benefits realisation activities in change programmes for IT enabled systems (2055.02);** and
- Analysing and communicating the benefits arising from change programmes for IT enabled systems (2055.03).

Performance criteria

You must be able to:

- P1 ensure that all the relevant costs and benefits associated with any business change programme are calculated and captured accurately
- P2 verify the accuracy, currency, completeness, and relevance of all information created, collected, used, and documented during benefits realisation activities
- P3 implement and maintain effectively all the procedures, tools, and techniques for undertaking benefits realisation activities, including those to ensure their compliance with legislation, regulations, and standards
- P4 ensure that the security and integrity of all information created, collected, used, and documented during benefits realisation activities, particularly sensitive business information, is fully maintained during its lifespan
- P5 maximise all of the benefits associated with any business change programme
- P6 take decisive and timely action in the event of projected benefits being incorrectly, incompletely, or inadequately estimated, or actual costs and benefits deviating from those projected in the business case
- P7 manage relationships effectively with a wide range of internal and external individuals and bodies on matters relating to benefits realisation activities
- P8 assist other individuals with the timely and thorough management of any benefits realisation actions arising from a decision not to proceed with any business change programme being made by others

Knowledge and understanding

You need to know and understand:

- K1 how to verify the accuracy, currency, completeness, and relevance of information created, collected, used, and documented during benefits realisation activities
- K2 how to use and apply:
 - K2.1 information from sponsors, stakeholders, and other individuals in order to inform benefits realisation activities
 - K2.2 best practice in benefits realisation
 - K2.3 lessons learned from prior experience in benefits realisation work
- K3 how to implement and maintain the procedures, tools, and techniques used:
 - K3.1 for undertaking benefits realisation activities
 - K3.2 to monitor the alignment of benefits realisation activities with all relevant legislation, regulations, and standards
- K4 how to monitor any benefits realisation activities compliance with:
 - K4.1 all relevant legislation, regulations, and standards
 - K4.2 all professional and ethical standards
- K5 how to monitor any deviation between projected and actual benefits realised by a business change programme
- K6 how to monitor the effectiveness and quality of benefits realisation activities
- K7 how to manage the alignment of benefits realisation activities with all relevant legislation, regulations, and standards
- K8 how to manage relationships with:
 - K8.1 sponsors, stakeholders, and external bodies on matters relating to benefits realisation activities
 - K8.2 external providers offering benefits realisation services
- K9 how to manage actions to be taken in the event of:

- K9.1 a mismatch of actual costs and benefits with projected costs and benefits
- K9.2 benefits realisation deliverables not supporting the business needs
- K10 how to review the results gained from monitoring benefits realisation within programmes
- K11 how to conduct benefits realisation activities to an appropriate standard for the business context and needs
- K12 how to maximise the benefits associated with any business change programme
- K13 how to take action and measures to take account of:
 - K13.1 external factors in benefits realisation activities
 - K13.2 organisational culture in benefits realisation activities
 - K13.3 any particular individual's influence on benefits realisation activities
- K14 how to take action and measures in the event of:
 - K14.1 projected benefits being incorrectly, incompletely, or inadequately estimated
 - K14.2 actual costs and benefits deviating from those projected in the business case
 - K14.3 breaches in the security and integrity during benefits realisation activities
 - K14.4 benefits realisation deliverables not supporting the business needs
- K15 how to incorporate real life factors and constraints within benefits realisation activities
- K16 how to establish effective relationships with external providers of benefits realisation services
- K17 how to ensure that the costs and benefits for any business change

- programme are calculated and captured
- K18 how to ensure that information collected during benefits realisation activities is used and applied as appropriate in related activities
- K19 why the effectiveness and quality of benefits realisation activities needs to be monitored
- K20 the importance of:
 - K20.1 maintaining the integrity and confidentiality of information during benefits realisation activities
 - K20.2 ensuring that information collected during benefits realisation work is used and applied, as appropriate, to support related activities
 - K20.3 managing relationships with sponsors, stakeholders, and external bodies during benefits realisation activities
 - K20.4 action being taken in the event of benefits realisation deliverables not supporting the business objectives and/or needs
- K21 the need for monitoring:
 - K21.1 the alignment of benefits realisation activities with all relevant legislation, regulations, and standards
 - K21.2 any deviation between projected and actual benefits realised by a business change programme
- K22 the need for monitoring the effectiveness and quality of:
 - K22.1 benefits realisation activities
 - K22.2 external providers of benefits realisation services
- K23 the procedures, tools, and techniques used to monitor:
 - K23.1 the effectiveness and quality of benefits realisation activities
 - K23.2 compliance with legislation, regulations, and standards relating to benefits realisation activities

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Manage business change programme benefits realisation activities for IT enabled systems

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