

CIO COMPETENCIES

<p>1</p>  <p>POLICY, ORGANISATION & GOVERNANCE</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Mission, functions, policies, procedures ■ Relationship with CxOs and management ■ Regulatory compliance ■ IT governance 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Policies and procedures ▶ Implement governance processes, policies ▶ Prepare organisation for compliance ▶ Review and report on governance initiatives 	<p>7</p>  <p>CAPITAL PLANNING & INVESTMENT CONTROL</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Cost/benefit, economic and risk analysis ■ Risk Management – models and methods ■ Alternative IT investments ■ Business case analysis ■ Capital investment analysis/investment review ■ IT portfolio management 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Develop IT budget ▶ Feasibility studies ▶ Justification for IT projects/programmes ▶ Cost reduction and control on IT spending
<p>2</p>  <p>LEADERSHIP & MANAGING HUMAN CAPITAL</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ IT leadership ■ Professional development and career planning ■ Competency performance and management ■ Partnerships and team-building ■ Attract, motivate and retain talent ■ Personnel performance management 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Define IT strategy ▶ Roles and responsibilities ▶ Interview, recruitment, selection ▶ Prepare skill inventory; training programs ▶ Performance appraisals 	<p>8</p>  <p>ACQUISITION</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Acquisition strategy ■ Acquisition models ■ Post-award IT contract management ■ IT acquisition best practices ■ Software acquisition management 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ RFP preparation/review ▶ Proposal evaluation ▶ Feasibility studies for technology adoption
<p>3</p>  <p>PROCESS & CHANGE MANAGEMENT</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Organisational development ■ Process management and control ■ Quality improvement models and methods ■ Business process redesign/reengineering ■ Cross-boundary process collaboration 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Goals, objectives and operating procedures ▶ Oversee change management process ▶ Develop service improvement plan ▶ Outsourcing management 	<p>9</p>  <p>INFORMATION KNOWLEDGE MANAGEMENT</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Records and information management ■ Knowledge management ■ Web development and maintenance ■ Social media ■ Information collection and privacy issues ■ Information accessibility 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Implement ECM ▶ Documentation of IT ▶ Investigate and leverage social media ▶ BYOD and mobile applications
<p>4</p>  <p>INFORMATION RESOURCES STRATEGY & PLANNING</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Information Resources Strategy assessment ■ IT functional analysis ■ IT planning methodologies ■ Contingency and continuity planning ■ Monitoring and evaluation 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Implement, maintain and upgrade ERP ▶ Report on benefits and value delivery ▶ Prioritise IT projects and chart roadmaps ▶ Report on optimising IT 	<p>10</p>  <p>CYBERSECURITY INFORMATION ASSURANCE</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Information security policies and procedures ■ Enterprise wide InfoSec program management ■ Threats and vulnerabilities analysis ■ Risk management and compliance ■ Security controls planning and management ■ Disaster recovery planning 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Review and update policies ▶ Information Security Review and PenTests ▶ Disaster recovery plans, implementation ▶ Oversee regulatory compliance ▶ Security awareness and training
<p>5</p>  <p>PERFORMANCE ASSESSMENT</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Business value of IT and customer satisfaction ■ Monitor new system development ■ Evaluating IT success and systems performance ■ Performance assessment: tools and techniques ■ Manage IT reviews and oversight processes 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Report on performance of IT ▶ Develop KPIs for systems and personnel ▶ Implement IT Balanced Scorecard 	<p>11</p>  <p>ENTERPRISE ARCHITECTURE</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ EA functions and governance ■ EA interpretation, development, maintenance ■ Use EA in IT investment decision making ■ Enterprise data management ■ Performance measurement for EA 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Strategy alignment review ▶ Architecture review ▶ Business Process Management ▶ EA modeling, framework implementation
<p>6</p>  <p>IT PROGRAM & PROJECT MANAGEMENT</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Project scope/requirements management ■ System lifecycle management and integration ■ Software development, testing, implementation ■ Project quality and risk management ■ Time/cost performance management ■ Vendor management 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ IT Portfolio: Review and report ▶ Due diligence on projects ▶ Risk analysis of IT projects ▶ Cost-benefit studies 	<p>12</p>  <p>TECHNOLOGY ASSESSMENT & MANAGEMENT</p>	<p>COMPETENCIES</p> <ul style="list-style-type: none"> ■ Technology (Network/Systems Infrastructure) ■ End-user computing, computer systems ■ Data management and web technologies ■ Emerging technologies ■ Cloud Computing ■ Software development technologies 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> ▶ Infrastructure optimisation ▶ Implement service management ▶ Cloud services / building private cloud ▶ Technology refresh projects

This infographic is based on the 2012 Clinger-Cohen core competencies for CIOs