|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY SKILLS MAP – PROGRAM DIRECTOR** | | | | | | |
| **Sector** | Infocomm Technology | | | | | |
| **Track** | Strategy and Governance | | | | | |
| **Sub-track** | Program and Project Management | | | | | |
| **Occupation** | ICT Project Manager | | | | | |
| **Job Role** | **Program Director** | | | | | |
| **Job Role Description** | The Program Director leads and sets the direction for executing cross-functional and regional programs from initiation to completion. He creates portfolio roadmaps, defines and/or modifies portfolio processes and procedures, develop the portfolio risk management plan, and monitors performance of portfolios. He/She partners with business leaders and determines program goals that support business objectives and strategies. He directs a team of professionals and third-party vendors or service providers towards reaching organisational goals related to programs. He manages risks that affect the delivery of outcomes. He designs, develops and implements operating policies. He also drives the adoption of Agile practices and values for projects and programs within the organisation, including the implementation of Scrum process framework.  He works in a team setting and is knowledgeable of Agile practices and methodology, project management methodologies and tools, as well as Scrum process framework.  As one who directs multiple programs, the Program Director adopts a broad, global perspective and is confident in making critical decisions and handles competing resource needs with implications on various projects and stakeholders. He is an excellent leader who has a passion for mentoring and developing professionals in the team. | | | | | |
| **Critical Work Functions and Key Tasks** | **Critical Work Functions** | **Key Tasks** | | | | |
| **Establish the organisation’s program management framework** | Act as Subject Matter Expert on program management by defining framework, templates, tools and systems to deliver on cost, time and quality metrics | | | | |
| Create portfolio roadmaps prioritisation, inter-dependency analysis, and organisational constraints to validate and communicate the portfolio components sequencing, dependencies, and strategic alignment | | | | |
| Develop systems to measure conformance of the application for program management framework and take the necessary corrective action | | | | |
| Define and establish a governance model and structure, policies, and decision-making roles, responsibilities, rights and authorities to support decision-making and achieve strategic goals | | | | |
| **Develop program plans** | Monitor the portfolio performance using reports, conversations, dashboards, and auditing techniques | | | | |
| Evaluate portfolio effectiveness and efficiency and maintain strategic alignment | | | | |
| Set expectations for periodic milestone reviews including status reports, program risk identification and other dashboards | | | | |
| Oversee the adoption of Agile practices and values for projects and programs | | | | |
| Analyse and optimise the consolidated allocation and/or re-allocation of capacity using supply and/or demand management and scenario analysis techniques to ensure | | | | |
| **Oversee program implementation** | Develop the portfolio risk management plan, using governance risk guidelines, processes, and procedures and other organisational assets to capitalise on opportunities and respond to risks | | | | |
| Develop, monitor, and maintain portfolio-level risk register, strategic goals and objectives, to business value, and escalated from portfolio components, using risk management processes | | | | |
| Resolve escalated issues to ensure deliverables meet with program objectives | | | | |
| Manage and escalate issues by communicating recommended actions to decision makers for timely approval and implementation of proposed solution(s) | | | | |
| **Manage people and organisation** | Review operational strategies, policies and targets across teams and projects | | | | |
| Develop strategies for resource planning and utilisation | | | | |
| Review the utilisation of resources | | | | |
| Oversee the development of learning roadmaps for teams and functions | | | | |
| Establish performance indicators to benchmark effectiveness of learning and development programmes against best practices | | | | |
| Implement succession planning initiatives for key management positions | | | | |
| **Skills and Competencies** | **Technical Skills and Competencies** | | | **Generic Skills and Competencies** | | |
| Agile Coaching | | Level 6 | Interpersonal Skills | | Advanced |
| Budgeting | | Level 5 | Resource Management | | Advanced |
| Business Agility | | Level 5 | Transdisciplinary Thinking | | Advanced |
| Business Environment Analysis | | Level 5 | Leadership | | Advanced |
| Business Innovation | | Level 5 | Developing People | | Advanced |
| Business Needs Analysis | | Level 5 |  | | |
| Business Performance Management | | Level 5 |
| Business Process Re-engineering | | Level 5 |
| Business Requirements Mapping | | Level 5 |
| Business Risk Management | | Level 5 |
| Change Management | | Level 5 |
| Contract Management | | Level 5 |
| Data Analysis | | Level 5 |
| Data Visualisation | | Level 5 |
| Design Thinking Practice | | Level 5 |
| Emerging Technology Synthesis | | Level 5 |
| Learning and Development | | Level 6 |
| Manpower Planning | | Level 5 |
| Networking | | Level 5 |
| Organisational Analysis | | Level 5 |
| Organisational Design | | Level 5 |
| Partnership Management | | Level 5 |
| People and Performance Management | | Level 5 |
| Portfolio Management | | Level 5 |
| Process Improvement and Optimisation | | Level 5 |
| Project Management | | Level 6 |
| Solution Architecture | | Level 5 |
| Stakeholder Management | | Level 5 |
| Strategy Implementation | | Level 5 |
| Strategy Planning | | Level 5 |
| **Programme Listing** | For a list of Training Programmes available for the ICT sector, please visit: www.skillsfuture.sg/skills-framework/ict | | | | | |
|  |  |  | |  |  | |
| The information contained in this document serves as a guide. | | | | | | |