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| **SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY SKILLS MAP – PROGRAM MANAGER** | | | | | | |
| **Sector** | Infocomm Technology | | | | | |
| **Track** | Strategy and Governance | | | | | |
| **Sub-track** | Program and Project Management | | | | | |
| **Occupation** | ICT Project Manager | | | | | |
| **Job Role** | **Program Manager** | | | | | |
| **Job Role Description** | The Program Manager plans and oversees multiple inter-dependent programs spanning multiple years that impact one or more business units or one larger project. He/She oversees all aspects of assigned programs throughout program lifecycles to ensure completion within the defined scope, quality, time and cost constraints. He ensures accurate allocations of resources throughout the program. He leads multi-disciplinary teams, composed of various levels of personnel, vendors, and clients to create and deploy successful programs. He coaches team members on Agile practices and values, and Scrum process framework.  He is proficient in Agile practices and methodology, project management methodologies and tools, as well as Scrum process framework.  The Program Manager is confident and decisive in leading projects, overseeing the completion and integration of inter-dependent programs and parts. He has excellent communication skills, capable of effectively influencing various internal and external stakeholders. | | | | | |
| **Critical Work Functions and Key Tasks** | **Critical Work Functions** | **Key Tasks** | | | | |
| **Establish the organisation’s program management framework** | Define the program objectives, requirements, and risks to ensure program alignment with the organisation’s strategic plan, objectives, priorities, vision, and mission statement | | | | |
| Define the high-level road map and/or framework to set a baseline for program definition, planning, and execution | | | | |
| Develop program and project management standards and structures using industry best practices and organisational standards to drive efficiency and consistency among projects and deliver program objectives. | | | | |
| Solicit management’s approval for the program by presenting the program charter with its high-level costs, milestone schedule and benefits | | | | |
| Create and refine the product vision between stakeholders and the team | | | | |
| **Develop program plans** | Develop a program charter to initiate and design program and benefits | | | | |
| Develop milestone, accountability matrix and standard measurement criteria for program | | | | |
| Identify opportunities to improve utilisation of manpower, information and material and/or technology for program implementation | | | | |
| Develop key performance indicators to implement scope and quality management system within the program | | | | |
| Establish and communicate expectations for periodic and milestone reviews including status reports, program risk identification and other dashboards | | | | |
| Identify, review and level resource requirements to gain efficiencies and maximise productivity | | | | |
| **Oversee program implementation** | Conduct program kick-off with key stakeholders and communicate deliverables and expectations | | | | |
| Develop the transition and/or integration and/or closure plan by defining exit criteria | | | | |
| Ensure all administrative, commercial and contractual obligations are met upon program completion | | | | |
| Review project managers’ performance in executing the project in accordance with the project plan in order to maximise their contribution to achieving program goals | | | | |
| Manage risks in accordance with risk management plans | | | | |
| Oversee adherence to schedules, budget, manpower and technical quality targets | | | | |
| Oversee the documentation of scope, changes, issues and risks that affect implementation | | | | |
| Conduct impact assessments for program changes to propose recommendations | | | | |
| Oversee the conduct of daily stand-ups, requirement estimation, sprint and release planning | | | | |
| Facilitate product backlog refinement sessions with stakeholders and/or team members | | | | |
| **Manage people and organisation** | Manage the budget expenditure and allocation across teams and projects | | | | |
| Monitor and track the team’s achievements and key performance indicators | | | | |
| Propose new operational plans, including targeted budgets, work allocations and staff forecasts | | | | |
| Acquire, allocate and optimise the use of resources | | | | |
| Develop learning roadmaps to support the professional development of the team | | | | |
| Manage the performance and development process, including providing coaching and development opportunities to maximise the potential of each individual | | | | |
| Coach team members on Agile practices and values | | | | |
| **Skills and Competencies** | **Technical Skills and Competencies** | | | **Generic Skills and Competencies** | | |
| Agile Coaching | | Level 5 | Interpersonal Skills | | Intermediate |
| Budgeting | | Level 4 | Resource Management | | Intermediate |
| Business Agility | | Level 4 | Transdisciplinary Thinking | | Advanced |
| Business Environment Analysis | | Level 4 | Developing People | | Intermediate |
| Business Innovation | | Level 4 | Decision Making | | Intermediate |
| Business Needs Analysis | | Level 4 |  | | |
| Business Performance Management | | Level 4 |
| Business Process Re-engineering | | Level 4 |
| Business Requirements Mapping | | Level 4 |
| Business Risk Management | | Level 4 |
| Change Management | | Level 4 |
| Contract Management | | Level 4 |
| Data Analysis | | Level 4 |
| Data Visualisation | | Level 4 |
| Design Thinking Practice | | Level 4 |
| Emerging Technology Synthesis | | Level 4 |
| Learning and Development | | Level 5 |
| Manpower Planning | | Level 4 |
| Networking | | Level 4 |
| Organisational Analysis | | Level 4 |
| Organisational Design | | Level 4 |
| Partnership Management | | Level 4 |
| People and Performance Management | | Level 4 |
| Portfolio Management | | Level 4 |
| Process Improvement and Optimisation | | Level 4 |
| Project Management | | Level 5 |
| Solution Architecture | | Level 4 |
| Stakeholder Management | | Level 4 |
| Strategy Implementation | | Level 4 |
| Strategy Planning | | Level 4 |
| **Programme Listing** | For a list of Training Programmes available for the ICT sector, please visit: www.skillsfuture.sg/skills-framework/ict | | | | | |
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| The information contained in this document serves as a guide. | | | | | | |