

SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY SKILLS MAP – PROGRAM MANAGER		
<b>Sector</b>	Infocomm Technology	
<b>Track</b>	Strategy and Governance	
<b>Sub-track</b>	Program and Project Management	
<b>Occupation</b>	ICT Project Manager	
<b>Job Role</b>	<b>Program Manager</b>	
<b>Job Role Description</b>	<p>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.</p> <p>He is proficient in Agile practices and methodology, project management methodologies and tools, as well as Scrum process framework.</p> <p>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.</p>	
<b>Critical Work Functions and Key Tasks</b>	<b>Critical Work Functions</b>	<b>Key Tasks</b>
	<b>Establish the organisation's program management framework</b>	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
	<b>Develop program plans</b>	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
	<b>Oversee program implementation</b>	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		
	<b>Manage people and organisation</b>	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		
<b>Skills and Competencies</b>	<b>Technical Skills and Competencies</b>		<b>Generic Skills and Competencies</b>	
	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 Analytics	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	
<b>Programme Listing</b>	For a list of Training Programmes available for the ICT sector, please visit: <a href="http://www.skillsfuture.sg/skills-framework/ict">www.skillsfuture.sg/skills-framework/ict</a>		

The information contained in this document serves as a guide.