

SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Business and Project Management					
TSC Title	Project Management					
TSC Description	Perform planning, organisation, monitoring and control of all aspects of an IT programme and the strategic utilisation of resources to achieve the objectives within the agreed timelines, costs and performance expectations. In addition, the identification, coordination and management of project interdependencies, ensuring alignment with and achievement of business objectives					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			ICT-PMT-3026-1.1	ICT-PMT-4026-1.1	ICT-PMT-5026-1.1	ICT-PMT-6026-1.1
			Oversee small projects or programmes, managing timelines, resources, risks and stakeholders	Plan and drive medium scale projects or programmes, including allocating resources to different parts, and engaging stakeholders on the project's progress and outcomes	Lead end-to-end management of large programmes or multiple projects concurrently, coordinating project interdependencies	Direct the management and authorise ownership of multiple large, complex programmes and projects, ensuring alignment with strategic business priorities
Knowledge			<ul style="list-style-type: none"> • Elements of a small project • Requirements of a project plan • Application of appropriate methodologies and tools • Project risks • Project stakeholder identification 	<ul style="list-style-type: none"> • Scoping and requirements of medium sized projects or programmes • Steps to align project and business goals • Potential programme risks • Project stakeholder engagement techniques • Effective resource allocation 	<ul style="list-style-type: none"> • Best practices in end-to-end programme management • Current methodologies and tools in industry • Strategies for alignment of different programmes • Programme risk anticipation, mitigation and planning • Resource-management techniques • Project budget planning • Performance review processes for programmes 	<ul style="list-style-type: none"> • Business priorities and impact on programmes • New and emerging methodologies and tools in industry • Programme risk management plan development, including methods, techniques and tools • Strategic stakeholder engagement • Project assessment, evaluation and prioritisation • Budget planning, key considerations and implications • Resource-management strategies
Abilities			<ul style="list-style-type: none"> • Facilitate execution of small projects that are typically less than six months, with limited budget, limited interdependency with other projects, and no 	<ul style="list-style-type: none"> • Scope medium scale projects or programmes and drive its completion • Develop realistic plans based on an assessment of programme and project objectives, scope 	<ul style="list-style-type: none"> • Manage large programmes or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion that are 	<ul style="list-style-type: none"> • Chart direction in the management and authorise ownership of multiple large, complex programmes • Align programme objectives and scope

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			<p>significant strategic impact</p> <ul style="list-style-type: none"> • Implement realistic project plans based on the understanding of project objectives and project scope • Utilise appropriate methods and tools to track and drive progress of project against set plans and timelines • Identify risks to the success of projects and take appropriate actions to manage them • Collaborate effectively with relevant internal and external stakeholders directly impacting the project • Deploy manpower, financial budgets and relevant resources to different parts of the project for efficient and effective completion • Track project deliverables against project schedules, monitor costs, timescales and resources used and take basic corrective actions in case of misalignment 	<p>and potential interdependencies with other projects</p> <ul style="list-style-type: none"> • Implement appropriate methodologies and tools to achieve desired outcomes effectively • Pre-empt risks to success of programmes and develop plans to mitigate them • Investigate project exigencies, identify and address their root causes • Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project process and outcomes • Allocate resources to different parts of the programme, based on an assessment of programme priorities • Coordinate the completion of project deliverables within agreed cost, timescale and resources and implement corrective actions where required 	<p>typically with significant business impact, and high-risk dependencies</p> <ul style="list-style-type: none"> • Plan programmes in accordance to organisation requirements • Identify programme implications, and manage and coordinate project interdependencies with other projects • Determine appropriate methodologies and tools, ensuring that they are fit-for-purpose • Develop a programme-specific risk management plan • Develop a stakeholder engagement plan to secure the buy-in and support of critical stakeholders • Plan programme budgets, and strategically control and allocate resources across multiple projects • Review progress and performance of individual projects and recommend actions for improvement 	<p>with strategic business priorities and direction</p> <ul style="list-style-type: none"> • Spearhead introduction of new and emerging methodologies and tools that can be utilised to optimise programme success • Chart an organisation-wide risk management plan and strategy • Lead a robust stakeholder engagement strategy and effort to secure the commitment of the critical senior stakeholders to the programme's success • Determine programme and project budgets, considering their relative priority, urgency, importance and contribution to the business strategy • Set guidelines for the strategic utilisation of resources, to ensure that resources are optimised to meet key objectives • Maintain a strategic view over the synergy of programmes and their interdependencies • Regularly review performance on programmes against its objectives and wider business objectives, and provide redirection where necessary
Range of Application	<p>Programme and project management methodologies may include but are not limited to:</p> <ul style="list-style-type: none"> - Agile - Six sigma 					

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	<ul style="list-style-type: none"> - Scrum - Waterfall
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