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	**Key Tasks**
Critical Work Functions and 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

	Technical Skills and Competencies		**Generic Skills and Competencies**	
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 Analytics	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 4		

	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.