<table>
<thead>
<tr>
<th>TSC Category</th>
<th>General Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Project Management</td>
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<tr>
<td>TSC Description</td>
<td>Execute projects by managing stakeholder engagement, resources, budgets and resolving problems</td>
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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<td>HCE-BIN-3021-1.1</td>
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<tr>
<td>Implement project plans for small projects or project modules</td>
<td>Manage medium scale projects by implementing appropriate methodologies and tools</td>
<td>Lead end-to-end management of complex projects or multiple projects concurrently and coordinate project interdependencies</td>
<td>Direct the management and authorise ownership of multiple complex projects to ensure alignment with strategic business priorities</td>
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### Knowledge

- Elements of project modules
- Requirements of a project plan
- Application of appropriate project management methodologies and tools
- Project risks
- Project stakeholders identification
- Scoping and requirements of medium sized projects
- Steps to align project and business goals
- Potential project risks
- Project stakeholder engagement techniques
- Effective resource allocation
- Best practices in end-to-end project management
- Current methodologies and tools in industry
- Strategies for alignment of different projects
- Project risk anticipation, mitigation and planning
- Resource management techniques
- Project budget planning
- Performance review processes for projects
- Business priorities and impact on projects
- New and emerging methodologies and tools in industry
- Project 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

- Facilitate execution of project modules
- Implement project plans based on the understanding of project objectives and project scopes
- Utilise appropriate methods and tools to track and drive progress of projects against set plans and timelines
- Identify risks to the success of projects or modules and manage the risks
- Collaborate and communicate effectively
- Scope and drive completion of medium scale projects
- Develop realistic project plans based on assessments of project objectives, scopes and potential interdependencies with other projects
- Implement appropriate methodologies and tools to achieve desired outcomes effectively
- Pre-empt risks to success of projects and develop plans to mitigate them
- Manage large projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion
- Scope and plan projects in accordance with organisation requirements
- Identify project implications, and manage and coordinate project interdependencies with other projects or modules
- Align project objectives and scopes with strategic business priorities and directions
- Spearhead introduction of new and emerging methodologies and tools that can be utilised to optimise project success
- Direct an organisation-wide project risk management plan and strategy
- Lead a robust stakeholder engagement strategy and effort to secure the commitment of the critical senior
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<th>with relevant internal and external stakeholders related to the projects</th>
<th>• Investigate project exigencies, identify and address their root causes</th>
<th>• Determine appropriate methodologies and tools to ensure that they are fit-for-purpose</th>
<th>stakeholders to the project's success</th>
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<tr>
<td>• Deploy resources to different parts of the projects for efficient and effective completion</td>
<td>• Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project processes and outcomes</td>
<td>• Develop project-specific risk management plans</td>
<td>• Determine project budgets, considering their relative priority, urgency, importance and contribution to the business strategies</td>
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<td>• Track project deliverables against project schedules</td>
<td>• Allocate resources to different parts of the projects based on assessments of project priorities</td>
<td>• Develop stakeholder engagement plans to secure buy-in and support of critical stakeholders</td>
<td>• Set guidelines for the strategic utilisation of resources to ensure that resources are optimised to meet key objectives</td>
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<td>• Monitor costs, timescales and resources used and take basic corrective actions in case of misalignment</td>
<td>• Coordinate the completion of project deliverables within agreed costs, timescales and resources</td>
<td>• Plan project budgets, and strategically control and allocate resources across multiple projects and modules</td>
<td>• Maintain a strategic view over the synergy of projects and project interdependencies</td>
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<td>• Review progress and performance of individual projects and recommend actions for improvement</td>
<td>• Review performance on projects against their objectives and wider business objectives, and provide redirection where necessary</td>
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