<table>
<thead>
<tr>
<th>TSC Category</th>
<th>General Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Programme Management</td>
</tr>
<tr>
<td>TSC Description</td>
<td>Manage multiple projects within the organisation to identify efficiencies of common policies, procedures and practices</td>
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</tbody>
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<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1 (MAR-GMT-1009-1.1)</th>
<th>Level 2 (MAR-GMT-2009-1.1)</th>
<th>Level 3 (MAR-GMT-3009-1.1)</th>
<th>Level 4 (MAR-GMT-4009-1.1)</th>
<th>Level 5 (MAR-GMT-5009-1.1)</th>
<th>Level 6 (MAR-GMT-6009-1.1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execute activity plans according to project plans</td>
<td>Prepare phase management plans to support project plans</td>
<td>Implement project management plans to ensure projects meet requirements</td>
<td>Develop programme management plans to control individual project planning and management outcomes</td>
<td>Devise programme management protocols and lead reviews of project outcomes</td>
<td>Influence programme management outcomes</td>
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**Knowledge**

- Types of technical drawings and production processes
- Techniques of work estimating
- Methods of activity planning
- Types of work progress tracking and monitoring reports
- Relevant Workplace Safety and Health (WSH) policies and procedures
- Principles of basic project management
- Phases of project lifecycle
- Work breakdown structure (WBS)
- Methods of project communication
- Applications of material and equipment
- Differences between projects and programmes
- Programme objectives
- Principles of programme management
- Budget and financial planning
- Key programme management functions and related project management outcomes
- Internal and external factors that may affect programme plans
- Change management processes
- Organisational business strategies and direction
- Methods of strategic alignment
- Types of risk analysis techniques
- Types of risk mitigation techniques
- Methods of programme portfolio performance management

**Abilities**

- Identify feasible activity plans to meet project schedules
- Escalate project delays to superiors
- Adjust activity schedules to account for delays
- Infer core activities to be executed within given project schedules to develop phase management plans
- Execute project plans
- Monitor progress of project activities
- Report on activity status and relevant delays
- Modify phase plans accordingly
- Deploy detailed project management plans
- Control project plans on a regular basis to manage project schedules, costs and quality of deliverables
- Assess potential issues
- Manage project contingencies
- Develop programme management plans following protocols
- Control individual project planning and management
- Evaluate module planning and manage outcomes in accordance with project requirements
- Translate broad programme direction and business objectives into structured programme management protocols
- Drive internal programme working environment to meet needs and expectations of senior leadership
- Formulate programme performance measures
- Set overall direction of organisation’s programme and project portfolios in alignment with organisational strategic direction
- Build business relationships with strategic customers to support future programmes
| • Report on project progress to senior executives | • Endorse project deliverables according to organisational risk and quality control policies and processes | • Oversee all contract terms and conditions |
| • Execute programme management plans | • Review project lifecycles to ensure projects meet agreed programme objectives | • Influence commercial and business decisions |
| • Measure programme outcomes to ensure adherence to targets set | • Guide mitigation of large-scale risks to resolve issues | • Measure programme outcomes to ensure adherence to targets set |