

TSC Category	Project Management					
TSC	Programme Management					
TSC Description	Manage multiple projects within the organisation to identify efficiencies of common policies, procedures and practices					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	EGS-BIN-1071-1.1-1	EGS-BIN-2071-1.1	EGS-BIN-3071-1.1-1	EGS-BIN-4071-1.1-1	EGS-BIN-5071-1.1	EGS-BIN-6071-1.1
	Execute activity plans in one's assigned scope following project plans	Prepare phase management plans to support project plans	Implement project management plans to ensure the project meets requirements	Develop programme management plans to control individual project planning and management outcomes	Devise programme management protocols and lead review of project outcomes	Influence programme management outcomes
Knowledge	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Principles of basic project management Types of phases of a project lifecycles Work breakdown structure (WBS) Methods of project communication 	<ul style="list-style-type: none"> Principles of advanced project management Role and responsibilities of the project teams Key project performance measurements Internal and external factors that may affect project plans Methods of project risk assessment 	<ul style="list-style-type: none"> Differences between projects and programmes Programme objectives Principles of programme management Budgeting and financial planning Key programme management functions and related project management outcomes Internal and external factors that may affect programme plans Change management processes 	<ul style="list-style-type: none"> Organisational processes and procedures related to programme management Organisational objectives, policies and processes Programme integration plans, procedures and activities Factors that may prevent successful integration 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Identify feasible activity plans to meet project schedules Escalate project delays to superiors Adjust activity schedules to account for delays 	<ul style="list-style-type: none"> Infer core activities to be executed within a given project schedule to develop phase management plan Execute project plans Monitor progress of project activities Report on activity status and relevant delays Modify phase management plans accordingly 	<ul style="list-style-type: none"> Deploy detailed project management plans Control project plans on a regular basis to manage project schedule, cost and quality of deliverables Assess potential project issues Manage project contingencies Report on project progress to senior executives 	<ul style="list-style-type: none"> Develop programme management plans following protocols Control individual project planning and management Evaluate module planning and manage outcomes in accordance with project requirements Endorse project deliverables according to organisational risk and quality control policies and processes Execute programme management plans 	<ul style="list-style-type: none"> 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 in accordance with programme requirements 	<ul style="list-style-type: none"> Set overall direction of organisation's programme and project portfolio in alignment with organisational strategic direction Build business relationships with strategic customers to support future programmes Oversee all contract terms and conditions Influence commercial and business decisions

SKILLS FRAMEWORK FOR ENGINEERING SERVICES
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE

				<ul style="list-style-type: none">• Review project life cycles to ensure that projects meet agreed programme objectives		<ul style="list-style-type: none">• Measure programme outcomes to ensure adherence to set targets• Guide mitigation of large-scale risks to resolve issues
--	--	--	--	---	--	---