<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Project Management</th>
</tr>
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<tbody>
<tr>
<td>TSC</td>
<td>Programme Management</td>
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<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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<thead>
<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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<tr>
<td>Execute activity plans in one’s assigned scope following project plans</td>
<td>Prepare phase management plans to support project plans</td>
<td>Implement project management plans to ensure the project meets requirements</td>
<td>Develop programme management plans to control individual project planning and management outcomes</td>
<td>Devise programme management protocols and lead review of project outcomes</td>
<td>Influence programme management outcomes</td>
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**Knowledge**
- 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
- Types of phases of a project lifecycles
- Work breakdown structure (WBS)
- Methods of project communication
- 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
- 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
- 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
- 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 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
- 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
- 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
- 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
- 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
| Review project life cycles to ensure that projects meet agreed programme objectives | Measure programme outcomes to ensure adherence to set targets | Guide mitigation of large-scale risks to resolve issues |