### Program Manager

The Program Manager plans and oversees multiple inter-dependent programmes spanning multiple years that impact one or more business units or one larger project. He/She oversees all aspects of assigned programmes throughout programme lifecycles to ensure completion within the defined scope, quality, time and cost constraints. He ensures accurate allocations of resources throughout the programme. He leads multi-disciplinary teams, composed of various levels of personnel, vendors, and clients to create and deploy successful programmes.

He is confident and decisive in leading projects, overseeing the completion and integration of inter-dependent programmes and parts. He has excellent communication skills, capable of effectively influencing various internal and external stakeholders.

#### Critical Work Functions and Key Tasks / Performance Expectations

<table>
<thead>
<tr>
<th>Critical Work Functions</th>
<th>Key Tasks</th>
<th>Performance Expectations (For legislated/regulated occupations)</th>
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</thead>
<tbody>
<tr>
<td>Set programme management framework</td>
<td>Provide inputs and support to develop the programme management framework, templates, tools and systems to deliver cost, time and quality metrics</td>
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<tr>
<td>Develop programme plan</td>
<td>Design training programme to enable effective application of programme management framework across the organisation</td>
<td>Support the higher management in governance of programme management framework through audits</td>
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<tr>
<td>Implement programme</td>
<td>Provide inputs and support to develop the programme management framework, templates, tools and systems to deliver cost, time and quality metrics</td>
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<tr>
<td>Develop the integrated programme plan including detailed activities, resource planning, cost estimation for projects</td>
<td>Support the higher management in governance of programme management framework through audits</td>
<td>Guide Project Managers in adoption of the set framework at the appropriate level</td>
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<tr>
<td>Drive programme to meet schedules, budget, manpower and technical quality targets</td>
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<tr>
<td>Drive programme discipline to document scope changes, issues and risks that affect implementation</td>
<td>Work with stakeholders to establish and gain consensus on programme goals, objectives and deliverables</td>
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<tr>
<td>Work with users, technical staff and management to determine and resolve issues associated with programme implementation</td>
<td>Review programme plan to determine time frame, funding limitations, procedures for accomplishing projects</td>
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<tr>
<td>Conduct regular programme reviews to recommend schedule changes, cost or resource adjustments</td>
<td>Acquire programme requirements such as human resource, required information, various agreements and material or technology needed</td>
<td>Guide Project Managers to deliver plans aligned to overall programme objectives</td>
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<tr>
<td>Oversee team management including budgets, forecasting, work allocations and staffing</td>
<td>Set expectations for periodic and milestone reviews including status reports, programme risk identification and other dashboards</td>
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<tr>
<td>Develop staff through ongoing coaching, mentoring and career discussions</td>
<td>Guide Project Managers in adoption of the set framework at the appropriate level</td>
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<tr>
<td>Define common goals, direction and accountability among staff</td>
<td>Drive effective performance management practices within department in accordance with organisation policies and procedures</td>
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</tbody>
</table>

#### Technical Skills & Competencies

- **Business Innovation**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Decision Making: Advanced
  - Leadership: Advanced

- **Business Needs Analysis**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Leadership: Advanced

- **Business Risk Management**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Transdisciplinary Thinking: Advanced

- **Contract Management**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Problem Solving: Advanced

- **Partnership Management**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Communication: Advanced

- **Performance Management**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Leadership: Advanced

- **Procurement**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Leadership: Advanced

- **Programme Management**: Level 5  
  **Generic Skills & Competencies (Top 5)**:  
  - Leadership: Advanced

- **Stakeholder Management**: Level 4  
  **Generic Skills & Competencies (Top 5)**:  
  - Leadership: Advanced

For a list of Training Programmes available for the Infocomm Technology sector, please visit: [www.skillsfuture.sg/skills-framework/ict](http://www.skillsfuture.sg/skills-framework/ict)