### TSC Category
Business Management

### TSC
Project Management

### TSC Description
Plan, execute, track and govern projects, including allocating and managing people resources, stakeholder engagement, time and budgets and problem resolution

<table>
<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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</thead>
<tbody>
<tr>
<td>Implement project administration processes in accordance with project administration policies</td>
<td>PTP-BIN-2021-1.1</td>
<td>PTP-BIN-3021-1.1</td>
<td>PTP-BIN-4021-1.1</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 large, complex projects or multiple projects concurrently, coordinating project interdependencies</td>
<td>Direct the management and authorise ownership of multiple large, complex projects, ensuring alignment with strategic business priorities</td>
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#### Knowledge
- Organisation’s business
- Government business policies and regulations
- Resource availability
- Elements of a small project or module
- Requirements of a project plan
- Application of appropriate methodologies and tools
- Project risks
- Project stakeholder identification
- Scoping and requirements of medium sized projects
- Steps to align project and business goals
- Identification of 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
- Prepare appropriate administrative documents
- Compile of appropriate administrative documents
- Facilitate execution of small projects or project modules
- Implement realistic project plans based on the understanding of project objectives and project scope
- Utilise appropriate methods and tools to track and drive progress
- Scope and drive completion of medium scale projects
- Develop realistic project plans based on an assessment of project objectives, scope and potential interdependencies with other projects
- Implement appropriate methodologies and tools
- Manage large, complex projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion
- Scope and plan projects in accordance to organisation requirements
- Direct the management and authorise ownership of multiple large, complex projects
- Align project objectives and scope with strategic business priorities and direction
- Spearhead introduction of new and emerging methodologies and tools
<table>
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<tr>
<th>SKILLS FRAMEWORK FOR PUBLIC TRANSPORT</th>
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<tbody>
<tr>
<td>TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT</td>
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</table>

- **Identify project implications, and manage and coordinate project interdependencies with other projects or modules**
- **Develop a project-specific risk management plan**
- **Develop a stakeholder engagement plan to secure the buy-in and support of critical stakeholders**
- **Plan project budgets, and strategically control and allocate resources across multiple projects and modules**
- **Review progress and performance of individual projects and recommend actions for improvement**
- **Prepare project budgets, considering their relative priority, urgency, importance and contribution to the business strategy**
- **Set guidelines for the strategic utilisation of resources, to ensure that resources are optimised to meet key objectives**
- **Maintain a strategic view over the synergy of projects and project**
- **Regularly review performance on projects against its objectives and wider business objectives, and provide redirection where necessary**

- **Pre-empt risks to success of projects and develop plans to mitigate them**
- **Investigate project exigencies, identify and address their root causes**
- **Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project process and outcomes**
- **Allocate resources to different parts of the project, based on an assessment of project priorities**
- **Coordinate the completion of project deliverables within agreed cost, timescale and resources**
- **Review progress and performance of individual projects and recommend actions for improvement**
- **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 stakeholders to the project's success**
- **Determine project budgets, considering their relative priority, urgency, importance and contribution to the business strategy**
- **Set guidelines for the strategic utilisation of resources, to ensure that resources are optimised to meet key objectives**
- **Maintain a strategic view over the synergy of projects and project**
- **Regularly review performance on projects against its objectives and wider business objectives, and provide redirection where necessary**