

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General 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
	MAR-GMT-1009-1.1	MAR-GMT-2009-1.1	MAR-GMT-3009-1.1	MAR-GMT-4009-1.1	MAR-GMT-5009-1.1	MAR-GMT-6009-1.1
	Execute activity plans according to project plans	Prepare phase management plans to support project plans	Implement project management plans to ensure projects meet requirements	Develop programme management plans to control individual project planning and management outcomes	Devise programme management protocols and lead reviews of project outcomes	Influence programme management outcomes
Knowledge	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Principles of basic project management Phases of project lifecycle Work breakdown structure (WBS) Methods of project communication 	<ul style="list-style-type: none"> Principles of advanced project management Roles and responsibilities of the project teams Key project performance measurements Internal and external factors that may affect project plans Methods of project risk assessment Types of ships and rigs, terminologies and features 	<ul style="list-style-type: none"> 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 	<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 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 	<ul style="list-style-type: none"> 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 	<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 	<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 	<ul style="list-style-type: none"> 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

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			<ul style="list-style-type: none"> • Report on project progress to senior executives 	<ul style="list-style-type: none"> • Endorse project deliverables according to organisational risk and quality control policies and processes • Execute programme management plans • Review project lifecycles to ensure projects meet agreed programme objectives 	<p>in accordance with programme requirements</p>	<ul style="list-style-type: none"> • Oversee all contract terms and conditions • Influence commercial and business decisions • Measure programme outcomes to ensure adherence to targets set • Guide mitigation of large-scale risks to resolve issues
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