

**SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC	Project Management					
TSC Description	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			BPM-GMT-3010-1.1	BPM-GMT-4010-1.1	BPM-GMT-5010-1.1	BPM-GMT-6010-1.1
			Implement project plans for small projects or project modules	Manage medium scale projects by implementing appropriate methodologies and tools	Lead end-to-end management of complex projects or multiple projects concurrently and coordinate project interdependencies	Direct the management and authorise ownership of multiple complex projects to ensure alignment with strategic business priorities
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Elements of project modules</li> <li>• Requirements of a project plan</li> <li>• Application of appropriate project management methodologies and tools</li> <li>• Project risks</li> <li>• Project stakeholders identification</li> </ul>	<ul style="list-style-type: none"> <li>• Scoping and requirements of medium sized projects</li> <li>• Steps to align project and business goals</li> <li>• Potential project risks</li> <li>• Project stakeholder engagement techniques</li> <li>• Effective resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices in end-to-end project management</li> <li>• Current methodologies and tools in industry</li> <li>• Strategies for alignment of different projects</li> <li>• Project risk anticipation, mitigation and planning</li> <li>• Resource management techniques</li> <li>• Project budget planning</li> <li>• Performance review processes for projects</li> </ul>	<ul style="list-style-type: none"> <li>• Business priorities and impact on projects</li> <li>• New and emerging methodologies and tools in industry</li> <li>• Project risk management plan development, including methods, techniques and tools</li> <li>• Strategic stakeholder engagement</li> <li>• Project assessment, evaluation and prioritisation</li> <li>• Budget planning, key considerations and implications</li> <li>• Resource management strategies</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Facilitate execution of project modules</li> <li>• Implement project plans based on the understanding of project objectives and project scope</li> <li>• Utilise appropriate methods and tools to track and drive progress of projects against set plans and timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Scope and drive completion of medium scale projects</li> <li>• Develop realistic project plans based on assessments of project objectives, scope and potential interdependencies with other projects</li> <li>• Implement appropriate methodologies and tools</li> </ul>	<ul style="list-style-type: none"> <li>• Manage large projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion</li> <li>• Scope and plan projects in accordance with organisation requirements</li> <li>• Identify project implications, and manage and coordinate</li> </ul>	<ul style="list-style-type: none"> <li>• Align project objectives and scope with strategic business priorities and direction</li> <li>• Spearhead introduction of new and emerging methodologies and tools that can be utilised to optimise project success</li> <li>• Direct an organisation-wide project risk management plan and strategy</li> </ul>

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			<ul style="list-style-type: none"> <li>Identify risks to the success of projects or modules and manage the risks</li> <li>Collaborate and communicate effectively with relevant internal and external stakeholders related to the projects</li> <li>Deploy resources to different parts of the projects for efficient and effective completion</li> <li>Track project deliverables against project schedules</li> <li>Monitor costs, timescales and resources used and take basic corrective actions in case of misalignment</li> </ul>	<p>to achieve desired outcomes effectively</p> <ul style="list-style-type: none"> <li>Pre-empt risks to success of projects and develop plans to mitigate them</li> <li>Investigate project exigencies, identify and address their root causes</li> <li>Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project process and outcomes</li> <li>Allocate resources to different parts of the project based on an assessment of project priorities</li> <li>Coordinate the completion of project deliverables within agreed cost, timescale and resources</li> </ul>	<p>project interdependencies with other projects or modules</p> <ul style="list-style-type: none"> <li>Determine appropriate methodologies and tools to ensure that they are fit-for-purpose</li> <li>Develop project-specific risk management plans</li> <li>Develop stakeholder engagement plans to secure buy-in and support of critical stakeholders</li> <li>Plan project budgets, and strategically control and allocate resources across multiple projects and modules</li> <li>Review progress and performance of individual projects and recommend actions for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Lead a robust stakeholder engagement strategy and effort to secure the commitment of the critical senior stakeholders to the project's success</li> <li>Determine project budgets, considering their relative priority, urgency, importance and contribution to the business strategy</li> <li>Set guidelines for the strategic utilisation of resources to ensure that resources are optimised to meet key objectives</li> <li>Maintain a strategic view over the synergy of projects and project interdependencies</li> <li>Review performance on projects against their objectives and wider business objectives, and provide redirection where necessary</li> </ul>
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