

TSC Category	Business and Organisational Management					
TSC	Project Management					
TSC Description	Plan, execute, track and govern projects, which include allocating and managing people resources, time, and budgets, as well as stakeholder engagement and problem resolution					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			ECM-BIN-3010-1.1	ECM-BIN-4010-1.1	ECM-BIN-5010-1.1	ECM-BIN-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 large, complex projects or multiple projects concurrently, coordinating project interdependencies	Direct the management and authorise ownership of multiple large, complex projects, ensuring alignment with strategic business priorities
Knowledge			<ul style="list-style-type: none"> • Elements of a small project or module • Requirements of a project plan • Application of appropriate methodologies and tools • Project risks • Identification of project stakeholders 	<ul style="list-style-type: none"> • Scoping and requirements of medium sized projects • Steps to align projects with business goals • Identification of potential project risks • Project stakeholder engagement techniques • Effective resource allocation 	<ul style="list-style-type: none"> • 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 • Processes for performance review of projects 	<ul style="list-style-type: none"> • Business priorities and impact on projects • New and emerging methodologies and tools in the industry • Development of project risk management plans, including methods, techniques and tools • Strategic stakeholder engagement • Project assessment, evaluation and prioritisation • Budget planning, key considerations and implications • Resource management strategies
Abilities			<ul style="list-style-type: none"> • Facilitate the execution of small projects or project modules • Implement realistic project plans based on an understanding of project objectives and project scope • Utilise appropriate methods and tools to track and drive progress 	<ul style="list-style-type: none"> • Scope and drive the 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 	<ul style="list-style-type: none"> • Manage large or multiple projects concurrently and see through the phases of projects from defining, scoping, delivering to completing • Scope and plan projects in accordance with the organisation's requirements • Identify project implications, and 	<ul style="list-style-type: none"> • Direct the management and authorise ownership of multiple large and complex projects • Align project objectives and scope according to strategic business priorities and direction • Spearhead the introduction of new and emerging methodologies and tools that can be

			<p>of projects against set plans and timelines</p> <ul style="list-style-type: none"> • Identify risks of projects or modules and take appropriate actions to manage them • Collaborate and communicate effectively with relevant internal and external stakeholders directly impacting projects • Deploy resources to different parts of projects for efficient and effective completion • Track project deliverables against project schedules • Monitor costs, timescales and resources used and take basic corrective actions in case of misalignment 	<p>to achieve desired outcomes effectively</p> <ul style="list-style-type: none"> • Pre-empt project risks and develop plans to mitigate them • Investigate project exigencies, identify and address their root causes • Set up timely touch points to engage internal and external stakeholders that impact or are impacted by the project's processes 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 	<p>manage project interdependencies with other projects or modules</p> <ul style="list-style-type: none"> • Determine appropriate methodologies and tools, ensuring that they are fit-for-purpose • Develop project-specific risk management plans • Develop stakeholder engagement plans 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 the progress and performance of individual projects and recommend actions for improvement 	<p>utilised to optimise project success</p> <ul style="list-style-type: none"> • Direct organisation-wide project risk management plans and strategies • Lead robust stakeholder engagement strategies and efforts to secure the commitment of critical senior stakeholders to projects • 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 interdependencies • Regularly review performance on projects against their objectives and wider business objectives, and provide redirection where necessary
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