

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Development and Strategy 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
			FSE-BIN-3021-1.1	FSE-BIN-4021-1.1	FSE-BIN-5021-1.1	FSE-BIN-6021-1.1
			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
Knowledge			<ul style="list-style-type: none"> • Elements of project modules • Requirements of a project plan • Application of appropriate project management methodologies and tools • Project risks • Project stakeholders identification 	<ul style="list-style-type: none"> • Scoping and requirements of medium sized projects • Steps to align project and business goals • 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 • Performance review processes for projects 	<ul style="list-style-type: none"> • 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			<ul style="list-style-type: none"> • Facilitate execution of project modules • Implement project plans based on the understanding of project objectives and project scope • Utilise appropriate methods and tools to track and dive progress 	<ul style="list-style-type: none"> • Scope and drive completion of medium scale projects • Develop realistic project plans based on assessments of project objectives, scope and potential interdependencies with other projects 	<ul style="list-style-type: none"> • Manage large projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion • Scope and plan projects in accordance with organisation requirements 	<ul style="list-style-type: none"> • Align project objectives and scope with strategic business priorities and direction • Spearhead introduction of new and emerging methodologies and tools that can be utilised to optimise project success

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			<p>of projects against set plans and timelines</p> <ul style="list-style-type: none"> • Identify risks to the success of projects or modules and manage the risks • Collaborate and communicate effectively with relevant internal and external stakeholders related to the projects • Deploy resources to different parts of the 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 	<ul style="list-style-type: none"> • Implement appropriate methodologies and tools to achieve desired outcomes effectively • Pre-empt risks to success of projects and develop plans to mitigate them • Investigate project exigencies, identify and address their root cause • 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 	<ul style="list-style-type: none"> • Identify project implications, and manage and coordinate project interdependencies with other projects or modules • Determine appropriate methodologies and tools to ensure that they are fit-for-purpose • Develop project-specific risk management plans • Develop stakeholder engagement plans to secure 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 	<ul style="list-style-type: none"> • 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 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 interdependencies • Review performance on projects against their objectives and wider business objectives, and provide redirection where necessary
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