

**SKILLS FRAMEWORK FOR HUMAN RESOURCE  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	General Human Resource Management					
<b>TSC</b>	Project Management					
<b>TSC Description</b>	Plan and manage all aspects of a project, including allocation of people resources, budget and time management, stakeholder engagement and problem resolution					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>HRS-HRM-3034-1.1</b>	<b>HRS-HRM-4034-1.1</b>	<b>HRS-HRM-5034-1.1</b>	<b>HRS-HRM-6034-1.1</b>
			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 of multiple large, complex projects, ensuring alignment with strategic business priorities
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Elements of a small project or module</li> <li>• Requirements of project plans</li> <li>• Application of appropriate methodologies and tools</li> <li>• Project risks</li> <li>• Project stakeholder 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>• Identification of potential project risks</li> <li>• Project stakeholder engagement techniques</li> <li>• Effective resource allocation techniques</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 techniques</li> <li>• Project assessment, evaluation and prioritisation</li> <li>• Budget planning, key considerations and implications</li> <li>• Resource management strategies</li> </ul>

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<p><b>Abilities</b></p>			<ul style="list-style-type: none"> <li>• Perform root cause analyses</li> <li>• Facilitate execution of small projects or project modules</li> <li>• Implement realistic 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> <li>• Identify risks to the success of projects or modules and take appropriate actions to manage them</li> <li>• Collaborate and communicate effectively with relevant internal and external stakeholders directly impacting 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>	<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 to achieve desired outcomes effectively</li> <li>• Develop plans to mitigate risk factors that impact the delivery of the projects</li> <li>• Investigate project exigencies and identify their root causes to address issues</li> <li>• Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project processes and outcomes</li> <li>• Allocate resources to different parts of the project based on assessments of project priorities</li> <li>• Coordinate the completion of project deliverables within agreed cost, timescale and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Manage large, complex 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>• Manage project interdependencies with other projects or modules</li> <li>• Determine appropriate methodologies and tools, ensuring that they are fit-for-purpose</li> <li>• Develop project-specific risk management plans</li> <li>• Develop stakeholder engagement plans to secure the buy-in and support of critical stakeholders</li> <li>• Plan project budgets and resource allocation 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>• Assign ownership of multiple large, complex projects</li> <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 organisation-wide projects with risk management plans and strategies</li> <li>• Lead robust stakeholder engagement strategies 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 business strategies</li> <li>• Establish 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 its objectives and wider business objectives to provide redirection where necessary</li> </ul>
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