

**SKILLS FRAMEWORK FOR PUBLIC TRANSPORT  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Business Management					
<b>TSC</b>	Project Management					
<b>TSC Description</b>	Plan, execute, track and govern projects, including allocating and managing people resources, stakeholder engagement, time and budgets 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>PTP-BIN-2021-1.1</b>	<b>PTP-BIN-3021-1.1</b>	<b>PTP-BIN-4021-1.1</b>	<b>PTP-BIN-5021-1.1</b>	<b>PTP-BIN-6021-1.1</b>
		Implement project administration processes in accordance with project administration policies	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
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Organisation's business</li> <li>Government business policies and regulations</li> <li>Resource availability</li> </ul>	<ul style="list-style-type: none"> <li>Elements of a small project or module</li> <li>Requirements of a project plan</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</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>Prepare appropriate administrative documents</li> <li>Compile of appropriate administrative documents</li> </ul>	<ul style="list-style-type: none"> <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</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 an assessment 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, complex projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion</li> <li>Scope and plan projects in accordance to organisation requirements</li> </ul>	<ul style="list-style-type: none"> <li>Direct the management and authorise 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</li> </ul>

**SKILLS FRAMEWORK FOR PUBLIC TRANSPORT  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

			<p>of project against set plans and timelines</p> <ul style="list-style-type: none"> <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 project</li> <li>Deploy resources to different parts of the project 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 touch-points 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>	<ul style="list-style-type: none"> <li>Identify project implications, and manage and coordinate project interdependencies with other projects or modules</li> <li>Determine appropriate methodologies and tools, ensuring that they are fit-for-purpose</li> <li>Develop a project-specific risk management plan</li> <li>Develop a stakeholder engagement plan to secure the 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>	<p>that can be utilised to optimise project success</p> <ul style="list-style-type: none"> <li>Direct an organisation-wide project risk management plan and strategy</li> <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</li> <li>Regularly review performance on projects against its objectives and wider business objectives, and provide redirection where necessary</li> </ul>
--	--	--	--	---	---	--