

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

TSC Category	Project Management					
TSC	Project Integration					
TSC Description	Set programme direction as well as balance overall project management functions across the project life cycle					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				RET-PMA-4005-1.1	RET-PMA-5005-1.1	RET-PMA-6005-1.1
				Manage projects in established internal work environments, develop project management plans and manage multiple project modules to drive synchronised project delivery outcomes	Integrate project management functions into programme plans and direct internal programme working environments and project lifecycle to meet programme needs and objectives	Develop holistic programme plans across multiple project modules to promote synchronised and smooth delivery outcomes
Knowledge				<ul style="list-style-type: none"> Differences between projects and programmes Organisational processes and procedures related to programme and project management Programme objectives within organisational objectives, policies and processes Risk factors in the project and ways to mitigate those risks 	<ul style="list-style-type: none"> Differences between projects and programmes Organisational processes and procedures related to programme and project management Programme objectives within organisational objectives, policies and processes External environment factors that may prevent successful integration Project integration finalisation plans, procedures and activities 	<ul style="list-style-type: none"> Pipeline of projects and the strategic interdependencies between projects Principles in determining which projects should be integrated Organisational resources that could be invested across projects How to optimise organisational resources across projects How to identify, mentor and empower project leads Principles of prioritisation and multi-tasking Governance structures needed to integrate projects Risk management methodologies and techniques
Abilities				<ul style="list-style-type: none"> Deliver project in alignment with project integration plan Deliver project to meet agreed programme objectives Identify risk factors and its dependencies in the project, and appropriately 	<ul style="list-style-type: none"> Integrate project management functions into structured programme plan Direct internal programme working environment to meet needs and expectations Actively manage project 	<ul style="list-style-type: none"> Evaluate the needs and requirements of the stakeholders of the project, and accurately represent their goals throughout the process Evaluate budget, schedules and resource allotment

SKILLS FRAMEWORK FOR RETAIL
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT

				mitigate those risks	<p>deviations, through meetings, and project evaluation</p> <ul style="list-style-type: none"> • Communicate project completion and results, through a meeting or presentation to the stakeholders • Determine which project management methodology is most appropriate for the project being worked on and apply accordingly • Refine individual project requirements to ensure achievement of overall programme objectives 	<ul style="list-style-type: none"> • Participate in the pre-production stage of the project (budget, scheduling, risk assessment) • Determine reporting structure with the Project Lead and communicate project status to stakeholders on a regular basis to ensure that the project remains on track
--	--	--	--	----------------------	---	---