

TSC Category	General Management					
TSC	Strategy Development					
TSC Description	Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation with relevant stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				MAR-GMT-4013-1.1	MAR-GMT-5013-1.1	MAR-GMT-6013-1.1
				Translate organisational strategies into specific action plans for business functions	Establish organisational strategies in alignment with organisational vision, mission and values	Lead the development of organisational strategies and policies that are forward-looking, anticipate risks and focus on bottom line results
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>Processes for monitoring effectiveness of business function operations</li> <li>Principles of manpower planning and management</li> <li>Advanced market research techniques</li> <li>Components of business strategies</li> <li>Stakeholder management</li> <li>Methods of negotiation and bargaining</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's products, policies and processes</li> <li>Organisation's vision, mission and values</li> <li>Relevant legislative and regulatory requirements</li> <li>Types of gap analysis procedures</li> <li>Methods of portfolio management</li> <li>Operating model management</li> <li>Strategic stakeholder management</li> <li>Industry best practices</li> <li>Operational risk management</li> <li>Financial planning</li> </ul>	<ul style="list-style-type: none"> <li>Financial modelling</li> <li>Emerging industries</li> <li>Trends and innovations</li> <li>Advanced market research techniques</li> <li>Relevant Workplace Safety and Health regulatory requirements</li> <li>Industry standards in benchmarking of compliance to organisation strategies</li> <li>Feedback collection and interpretation</li> <li>Performance drivers of the organisation</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>Design high-level action plans for the functional areas based on organisational strategies</li> <li>Define improvements to functional strategies to ensure they are aligned to action plans</li> <li>Analyse impact of internal and external factors influencing</li> </ul>	<ul style="list-style-type: none"> <li>Determine potential internal and external impact of misalignment between functional and organisational strategies</li> <li>Evaluate impact of critical business functions on organisational performance</li> <li>Conduct situational analysis to identify</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategic needs of organisation to enhance organisational performance</li> <li>Develop organisational strategies aligned to organisational vision, mission and values</li> <li>Establish guidelines for organisational goals and targets</li> </ul>

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

				<p>functional strategies and policies</p> <ul style="list-style-type: none"> <li>• Review and refine functional strategies and policies and present them to management for endorsement</li> <li>• Identify risks and disruptions to operational workflows</li> </ul>	<p>factors affecting the organisation</p> <ul style="list-style-type: none"> <li>• Engage key stakeholders to endorse strategies</li> <li>• Develop internal processes to monitor and ensure compliance to organisational strategies</li> <li>• Refine organisational strategies to align with the changing organisational vision, mission and values</li> </ul>	<ul style="list-style-type: none"> <li>• Transform the organisation's competitive position and add value to its financial position</li> <li>• Liaise with the board of directors and other senior executives of the organisation</li> <li>• Transform corporate strategies and policies to appropriately anticipate risks and uncertainties to ensure that the organisation remains resilient and adaptive in times of instability</li> </ul>
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