

**SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC	Business Performance Management					
TSC Description	Implement the organisation's performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				BPM-GMT-4004-1.1	BPM-GMT-5004-1.1	BPM-GMT-6004-1.1
				Implement performance systems within a department	Formulate performance systems for the manufacturing facilities and Key Performance Indicators (KPIs) in alignment with the organisation's objectives	Establish organisational guidelines for performance systems according to organisational mission and objectives
Knowledge				<ul style="list-style-type: none"> Industry best practices in the implementation of performance systems Types of gap analysis procedures 	<ul style="list-style-type: none"> Organisation's products, policies and processes Objectives of the organisation's performance systems KPIs Root cause analysis procedures Relevant legal and regulatory requirements 	<ul style="list-style-type: none"> Organisation's vision, mission and values Industry best practices in organisational performance systems Emerging trends and regulatory standards of organisational performance management
Abilities				<ul style="list-style-type: none"> Implement performance systems within a department whilst taking into account their unique requirements Design monitoring and testing procedures for processes, aligning to the requirements of Key Performance Indicators (KPIs) Evaluate the performance of the department against organisational goals Perform gap analysis to investigate performance deviations and identify why KPIs are not achieved 	<ul style="list-style-type: none"> Develop performance systems in line with business plans and objectives Oversee the implementation of performance systems to ensure consistency across the organisation Develop KPIs to assess the overall performance of the organisation based on emerging trends Review reports and develop blueprints to address the gaps identified 	<ul style="list-style-type: none"> Establish organisational guidelines for the adoption of organisational performance systems according to business objectives Review organisation performance systems to ensure their alignment with organisational vision, mission and values Endorse Key Performance Indicators (KPIs) in assessing organisational performance as per industry best practices and regulatory standards

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				<ul style="list-style-type: none"> • Identify the root causes for the gaps between current and future state of the department based on the gap analysis • Develop reports with recommendations on how to address the root causes and close the gaps • Translate blueprints into implementable action plans 		<ul style="list-style-type: none"> • Review blueprints for the addressing of gaps found in business processes to ensure their alignment to organisation mission and objectives
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