

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

TSC Category	General Management					
TSC	Team Effectiveness Management					
TSC Description	Set goals with team and evaluate team's effectiveness in achieving the defined goals and objectives					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				BPM-GMT-4014-1.1	BPM-GMT-5014-1.1	
				Facilitate personal and team effectiveness to improve the organisation's performance	Lead organisational effectiveness enhancement by developing systems and processes to support improvement strategies	
Knowledge				<ul style="list-style-type: none"> • Communication techniques and channels relevant for disseminating information • Organisation and department strategies and objectives • Methods of cascading organisational and department objectives to a team • Methods of fostering team effectiveness 	<ul style="list-style-type: none"> • Organisational policies and procedures • Legal and ethical considerations relating to systems and measures used in organisational effectiveness • Models, methods and systems that may be used in evaluating organisational effectiveness • Relevant professional or industry codes of practice and standards relating to organisational effectiveness • Market trends and developments in relation to organisational effectiveness systems • Links between organisational effectiveness and other aspects of organisation strategy and operations • Common barriers to change at the organisation, group and individual level 	
Abilities				<ul style="list-style-type: none"> • Identify team's goals and objectives in accordance 	<ul style="list-style-type: none"> • Foster a culture of organisational 	

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				<p>with organisation's needs</p> <ul style="list-style-type: none"> • Establish team performances against set goals and objectives • Apply effective communication skills in the workplace • Evaluate team's effectiveness in accordance with team's goals and objectives • Follow up on achievement of team's goals in accordance with organisation's needs 	<p>effectiveness and teamwork</p> <ul style="list-style-type: none"> • Identify systems for evaluating organisational effectiveness • Evaluate organisational effectiveness • Develop strategies to enhance organisational effectiveness 	
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