

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

<b>TSC Category</b>	Business Development and Strategy Management					
<b>TSC</b>	Business Performance Management					
<b>TSC Description</b>	Implement organisational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b> <b>FSE-BIN-3070-1.1</b>	<b>Level 4</b> <b>FSE-BIN-4070-1.1</b>	<b>Level 5</b> <b>FSE-BIN-5070-1.1</b>	<b>Level 6</b> <b>FSE-BIN-6070-1.1</b>
			Monitor performance of the department	Manage organisation performance systems across departments	Formulate organisational performance systems and key performance indicators in alignment with organisation's vision, mission and values	Establish organisational guidelines for performance systems according to organisational mission and objectives
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Types of performance systems</li> <li>Department's policies, products and processes</li> <li>Performance monitoring and testing procedures</li> </ul>	<ul style="list-style-type: none"> <li>Industry best practices for implementing organisational performance systems</li> <li>Gap analysis procedures</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's policies, products and processes</li> <li>Objectives of the organisation's performance systems</li> <li>Key performance indicators</li> <li>Root cause analysis procedures</li> <li>Relevant legal and regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's vision, mission and values</li> <li>Industry best practices in organisational performance systems</li> <li>Emerging trends and regulatory standards of organisation performance management</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Document operational functions of the organisational performance systems within the department</li> <li>Perform regular tests and checks on business processes according to monitoring and testing procedures</li> <li>Track the progress and performance of business processes by comparing test results against key performance indicators</li> <li>Identify gaps in business processes based on test</li> </ul>	<ul style="list-style-type: none"> <li>Implement organisational performance systems within the department whilst taking into account its unique requirements</li> <li>Design monitoring and testing procedures for processes within the department that are aligned to the requirements of key performance indicators</li> <li>Evaluate performance of the department against goals set</li> </ul>	<ul style="list-style-type: none"> <li>Develop organisational performance systems that are in line with business plans and objectives</li> <li>Oversee the implementation of organisational performance systems to ensure consistency across the organisation</li> <li>Develop key performance indicators to assess the overall performance of the organisation based on emerging trends</li> </ul>	<ul style="list-style-type: none"> <li>Establish organisational guidelines for the adoption of organisational performance systems according to business objectives</li> <li>Review organisation performance systems to ensure their alignment with organisational vision, mission and values</li> <li>Endorse key performance indicators in assessing organisational</li> </ul>

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			<p>results and highlight areas for improvement</p> <ul style="list-style-type: none"> <li>• Perform modifications to close the gaps found in business functions according to requirements of action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Perform gap analysis on the gaps identified within the department</li> <li>• Identify root causes for gaps between current and future state of department based on the gap analysis</li> <li>• Develop reports with recommendations on how to address root causes and close gaps in the department</li> <li>• Translate blueprints into implementable action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Perform root cause analysis of organisational performance systems</li> <li>• Review reports and develop blueprints to address gaps identified</li> </ul>	<p>performance as per industry best practices and regulatory standards</p> <ul style="list-style-type: none"> <li>• Review blueprints for addressing gaps found in business processes to ensure their alignment with organisational mission and objectives</li> </ul>
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