

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

TSC Category	Business Development and Strategy Management					
TSC	Business Planning					
TSC Description	Translate organisational vision, mission and values into business operational plans as well as to review outcomes for continuous improvements					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-PNI-3001-1.1	FSE-PNI-4001-1.1	FSE-PNI-5001-1.1	FSE-PNI-6001-1.1
			Assess own job scope, roles and responsibilities, execute day-to-day operational activities according to defined standards and report status progress updates to relevant stakeholders	Adapt, translate and execute day-to-day operational plans within own area of work, monitor and review outcomes of business plan implementation to provide corrective measures and recommend improvement efforts	Facilitate the implementation of operational planning, attain buy-ins from stakeholders across the organisation and ensure necessary resources are available to execute operational systems and processes	Lead business operational plans through consultation with key stakeholders taking into consideration financial, human and physical resources within the organisation
Knowledge			<ul style="list-style-type: none"> Linkage between business processes and organisational policies, practices and procedures Purposes of Key Performance Indicators (KPIs) within the organisation Performance systems and processes in the organisation 	<ul style="list-style-type: none"> Different tiers of systems and processes within the organisation Tools and methodologies to review systems and processes Linkage between business processes and organisational policies, practices and procedures Key functional areas within the organisation Organisational, planning and time management techniques 	<ul style="list-style-type: none"> Models and methods of business operational plans Role of an operational plan in achieving the organisation's objectives Business environment and its relevant impact on the organisation's operational planning Legislative and regulatory context relevant to operational planning Organisation's policies, practices and procedures that impact operations planning 	<ul style="list-style-type: none"> Strategic objectives of the organisation Performance drivers of the organisation Objectives of strategic plans Strategic risks
Abilities			<ul style="list-style-type: none"> Identify business processes for execution to align with organisational policies, practices and procedures Identify and assess own job scope, roles and responsibilities to support 	<ul style="list-style-type: none"> Manage systems and processes of operational plans to meet organisational guidelines and policies Review and evaluate systems and processes in accordance with 	<ul style="list-style-type: none"> Establish operational plans for the business functions Review background of critical business functions of the organisation to determine functional 	<ul style="list-style-type: none"> Identify strategic needs of organisation to enhance organisational performance Set organisational directions, goals and targets to contribute to organisational strategies

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			<p>relevant strategic and operational plans</p> <ul style="list-style-type: none"> • Identify and carry out actions and behaviours to support organisational vision, mission and values • Monitor and report status progress to relevant stakeholders for review • Review business processes to identify areas for improvement 	<p>organisational policies to identify areas for improvement</p> <ul style="list-style-type: none"> • Develop and establish solutions to gaps and areas of improvement to further enhance organisational systems and processes • Adhere to organisational code of conduct, values and ethics when managing and reviewing systems and processes to ensure continued efficiency of organisational business processes 	<p>objectives in relation to specific time horizons</p> <ul style="list-style-type: none"> • Develop operational plans to support achievement of organisational and business function strategies • Set key performance indicators to assess operational plans • Report operational plans to relevant stakeholders for endorsement purposes • Make adaptations to operational plans to support achievement of organisational and business function strategies • Study past operational plans to ascertain best practices to include in current plans 	<ul style="list-style-type: none"> • Facilitate alignment of organisational strategies and targets with organisational vision, mission and values to support achievement of strategic needs of the organisation • Review and refine organisational strategies and targets for endorsement purposes
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