

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

TSC Category	Business Development and Strategy Management					
TSC	Crisis Management					
TSC Description	Apply strategies designed to enable an organisation to deal with disruptive events by planning for responses to potential crises, establishing monitoring systems and training systems, communicating both internally and externally, and leading recovery processes					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-BIN-3066-1.1	FSE-BIN-4066-1.1	FSE-BIN-5066-1.1	
			Execute plans in response to disruptive events and collate post-crisis feedback from stakeholders	Manage crisis assessment situations, determine recovery activities and conduct post-crisis analysis including delivery of training programmes to relevant stakeholders	Develop crisis management plans and recovery strategies for the organisation	
Knowledge			<ul style="list-style-type: none"> • Crisis management plans, including crisis response and recovery activities • Types of disruptive events • Types of crisis response and recovery activities • Critical business functions • Business continuity plans • Emergency control exercises 	<ul style="list-style-type: none"> • Best practices in crisis management • Critical work functions in business units • Types of organisation crisis management plans • Organisation crisis communication plans • Operational roles and responsibilities of a manager handling a crisis • Crisis response and recovery activities • Documentation components for crisis response and recovery activities • Resources required for crisis situations 	<ul style="list-style-type: none"> • Organisational business continuity strategies • Industry best practices in crisis management • Industry best practices in crisis communication • Damage assessment of disruptive events • Types of stakeholder management • Business impact and implications of disruptive events on organisation 	
Abilities			<ul style="list-style-type: none"> • Identify the impact of internal and external factors on the interdependencies within a business unit based on identified sources of disruptive events 	<ul style="list-style-type: none"> • Define, identify and classify sources of disruptive events for input into crisis management plans • Identify critical business functions and develop 	<ul style="list-style-type: none"> • Identify current trends in disruptions that can impact business processes • Design organisation-wide crisis management plans for recovery from disruptive events 	

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			<ul style="list-style-type: none"> • Document crisis responses, communications procedures and recovery activity data • Assist in coordinating and integrating crisis response and recovery activities in accordance with recovery and business continuity plans • Execute actions in response to disruptive events based on 'return to normal' procedures of crisis management plans • Collate post-crisis feedback from relevant stakeholders to highlight areas for improvement • Participate in the organisation's emergency control exercises to validate crisis management plans and ensure organisational readiness 	<p>risk profiles for business units</p> <ul style="list-style-type: none"> • Allocate resources and implement 'return-to-normal' procedures in accordance with crisis management plans • Form crisis communication teams to manage communication processes during disruptive events based on requirements of communications plans • Communicate organisational crisis management key messages to relevant stakeholders • Conduct post-crisis analysis to determine the need for post-event interventions • Deliver training programmes to relevant stakeholders in addressing the performance gaps for crisis readiness 	<ul style="list-style-type: none"> • Direct crisis response and recovery activities to be implemented in accordance with business continuity and recovery strategies • Facilitate involvement of cross-functional teams in crisis management • Activate 'return-to-normal' procedures in accordance with crisis management plans • Activate crisis response and recovery activities and stand-down procedures in accordance with business continuity strategies and crisis management plans • Facilitate communication processes to internal and external stakeholders during disruptive events • Refine organisational crisis management plans to ensure relevance to the current threat environment 	
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