

**SKILLS FRAMEWORK FOR INTELLECTUAL PROPERTY
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC Title	Organisational Strategy and Policy Realisation					
TSC Description	Making management decisions to establish, review and refine strategic organisational objectives and policies through collation and analysis of relevant organisational and business information					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			INP-SPI-3005-1.1	INP-SPI-4005-1.1	INP-SNP-5005-1.1	INP-SNP-6005-1.1
			Contribute to strategic and operational plans	Support management decision-making with information processing	Develop organisational strategies and policies	Set organisational strategies and targets
Knowledge			<ul style="list-style-type: none"> Linkage between business processes and organisational policies, practices and procedures Purposes of key performance indicators within the organisation Performance systems and processes in the organisation 	<ul style="list-style-type: none"> Types of management decisions Sources of information Techniques on information gathering Techniques on information reporting Business issues Relevant stakeholders affected by management decisions 	<ul style="list-style-type: none"> Processes to develop organisational strategies and policies Impact of internal and external influencing factors Stakeholders for consultation on strategic planning 	<ul style="list-style-type: none"> Strategic objectives of the organisation Performance drivers of the organisation Objectives of strategic plans Means of setting organisational goals and targets Strategic risks
Abilities			<ul style="list-style-type: none"> Identify business processes for align with organisational policies, practices and procedures Identify and assess own job scope, roles and responsibilities in accordance with relevant strategic and operational plans Identify and carry out actions and behaviours aligned to organisational vision, mission and values 	<ul style="list-style-type: none"> Identify, process and convey information needed for management decision-making Determine relevant measures to monitor outcomes of management decisions against Update and inform management on business issues requiring management decisions Substantiate and make recommendations on business issues facilitate management decision-making 	<ul style="list-style-type: none"> Develop organisational strategies aligned to organisational objectives Develop organisational policies aligned to organisational directions and business targets Analyse impact of internal and external influencing factors on organisational strategies and policies Review and refine organisational strategies and policies 	<ul style="list-style-type: none"> Identify the organisation's strategic needs Facilitate alignment of organisational strategies and targets with organisational vision, mission and values to achieve organisational strategic needs Review and refine organisational strategies and targets