

**SKILLS FRAMEWORK FOR PUBLIC TRANSPORT
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Management					
TSC	Strategy Planning					
TSC Description	Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				PTP-BIN-4049-1.1	PTP-BIN-5049-1.1	PTP-BIN-6049-1.1
Knowledge				<ul style="list-style-type: none"> Develop resource allocation plans and implementation of strategies and policies 	<ul style="list-style-type: none"> Formulate the strategies and policies that are forward looking and focuses on bottom line results 	<ul style="list-style-type: none"> Build an actionable organisation strategy plan and policies that are forward looking, anticipate strategic risks and focus on bottom line results
Abilities				<ul style="list-style-type: none"> Types of resources Outcomes of effective resource allocation Relevant stakeholders Relevant organisational strategies, objectives, processes Tools and methodologies to review systems and processes 	<ul style="list-style-type: none"> Processes to develop organisational strategies and policies Impact of internal and external influencing factors Various organisational systems and processes Types of critical business functions Types of key performance indicators Outcomes of functional analysis Customer needs and behaviours 	<ul style="list-style-type: none"> Competitor analysis Customer analysis Strategic objectives of the organisation Performance drivers of the organisation Objectives of strategic plans Means of setting organisational goals and targets Types of Strategic risks Types of organisational analysis Objectives of organisational analysis Implications of organisational analysis on organisation
Abilities				<ul style="list-style-type: none"> Determine resource needs to ensure successful implementation of business function strategy Develop resource management allocation plans to the right investment opportunities of the organisation Monitor and review resource usage to determine sufficiency and 	<ul style="list-style-type: none"> Drive effective resource allocation to the best investment of the organisation Drive the organisation's strategic plans to consider various life-cycles and trends Lead development of organisational strategies and policies in accordance with market trends and customer profiles 	<ul style="list-style-type: none"> Transform the organisation's competitive position and add value to its financial position Synergise resource allocation to the best investment opportunities to drive performance Transform the organisation' strategy plans to consider long cycles and macro-trends

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				<p>optimal utilisation of resources</p> <ul style="list-style-type: none"> • Review the organisation’s strategic plans to consider various life-cycles and ongoing trends • Propose organisational strategies and policies and present to management for endorsement • Propose organisational strategies and policies in accordance with market trends and customer profiles • Propose solutions to gaps and areas of improvement to further enhance organisational systems and processes 	<ul style="list-style-type: none"> • Devise corporate strategies and policies that anticipate risk, ensuring that the organisation remains resilient and adaptive in times of instability • Set key performance indicators to assess operational plans • Analyse impact of internal and external influencing factors on organisational strategies and policies • Review and refine strategies and policies and present to management for endorsement • Report operational plans to relevant stakeholders for endorsement purposes • Determine need for functional analysis • Determine components of and evaluate critical business functions of the organisation based on existing information 	<ul style="list-style-type: none"> • Transform the corporate strategy and policy to appropriately anticipate risk, uncertainty, ensuring that the organisation remains resilient and adaptive in times of instability • Identify strategic needs of organisation to enhance organisational performance • Set organisational directions, organisational goals and targets to contribute to organisational strategies • Review and evaluate findings to determine implications on the organisation
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