

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

TSC Category	Business Development					
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	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				STP-BIN-4049-1.1	STP-BIN-5049-1.1	
				Develop resource allocation plans and implementation of strategies and policies	Formulate the strategies and policies that are forward looking and focuses on bottom line results	
Knowledge				<ul style="list-style-type: none"> • Types of relevant 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 	
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 optimal utilisation of resources • Review the organisation's strategic plans to 	<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 • Devise corporate strategy and policy 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 	

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				<p>consider various life-cycles and ongoing trends</p> <ul style="list-style-type: none"> • Propose organisational strategies and policies and present to management for endorsement • Propose solutions to gaps and areas of improvement to further enhance organisational systems and processes 	<p>internal and external influencing factors on organisational strategies and policies</p> <ul style="list-style-type: none"> • 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 	
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