

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

<b>TSC Category</b>	Strategic Planning					
<b>TSC</b>	Organisational Strategy and Policy Realisation					
<b>TSC Description</b>	Making management decisions to establish, review and refine strategic organisational objectives and policies through collation and analysis of relevant organisational and business information					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>STP-SPL-3002-1.1</b>	<b>STP-SPL-4002-1.1</b>	<b>STP-SPL-5002-1.1</b>	<b>STP-SPL-6002-1.1</b>
			Contribute to strategic and operational plans	Support management decision-making with information processing	Develop organisational strategies and policies	Set organisational strategies and targets
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Linkage between business processes and organisational policies, practices and procedures</li> <li>Purposes of key performance indicators within the organisation</li> <li>Performance systems and processes in organisations</li> </ul>	<ul style="list-style-type: none"> <li>Types of management decisions</li> <li>Sources of information</li> <li>Techniques on information gathering</li> <li>Techniques on information reporting</li> <li>Business issues</li> <li>Relevant stakeholders affected by management decisions</li> </ul>	<ul style="list-style-type: none"> <li>Processes to develop organisational strategies and policies</li> <li>Impact of internal and external influencing factors</li> <li>Stakeholders for consultation on strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>Strategic objectives of the organisation</li> <li>Performance drivers of the organisation</li> <li>Objectives of strategic plans</li> <li>Means of setting organisational goals and targets</li> <li>Strategic risks</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Identify business processes for alignment with organisational policies, practices and procedures</li> <li>Identify and assess own job scope, roles and responsibilities in accordance with relevant strategic and operational plans</li> <li>Identify and carry out actions and behaviours aligned to organisational vision, mission and values</li> </ul>	<ul style="list-style-type: none"> <li>Identify, process and convey information needed for management decision-making</li> <li>Determine relevant measures to monitor outcomes of management decisions</li> <li>Update and inform management on business issues requiring management decisions</li> <li>Substantiate and make recommendations on business issues to facilitate management decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Develop organisational strategies aligned to organisational objectives</li> <li>Develop organisational policies aligned to organisational directions and business targets</li> <li>Analyse impact of internal and external influencing factors on organisational strategies and policies</li> <li>Review and refine organisational strategies and policies</li> </ul>	<ul style="list-style-type: none"> <li>Identify the organisation's strategic needs</li> <li>Set organisational directions, goals and targets</li> <li>Facilitate alignment of organisational strategies and targets with organisational vision, mission and values to achieve organisational strategic needs</li> <li>Review and refine organisational strategies and targets</li> </ul>

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

--	--	--	--	--	--	--