

**SKILLS FRAMEWORK FOR SECURITY
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Management					
TSC	Strategic Planning					
TSC Description	Develop organisational strategic plans and provide directions to the organisation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
					SEC-LDR-5006-1.1	SEC-LDR-6006-1.1
					Formulate directions and strategies to maximise organisation's potential in different business environments	Drive organisational strategies and policies for the alignment of the organisation's vision, mission and values
Knowledge					<ul style="list-style-type: none"> • Principles of stakeholder management • Principles of leadership • Principles of organisational strategy • Types of organisational structures • Organisational objectives • Market trends 	<ul style="list-style-type: none"> • Methods of developing and implementing business strategies • Strategic leadership techniques • Methods of formulating strategies • Organisational performance management and measurement methods • Knowledge management principles • Strategic options and strategic selection methods
Abilities					<ul style="list-style-type: none"> • Set organisation's goals and directions in accordance to stakeholders' requirements • Align current strategic plans with organisational goals • Communicate business objectives to security personnel and achieve common understanding • Review objectives regularly to ensure that targets can be met • Determine financial resources available to set project timelines and performance outcomes • Develop business plans 	<ul style="list-style-type: none"> • Identify organisational strategic needs to enhance overall performance • Set organisational strategies, directions, goals and targets • Facilitate the alignment of organisational strategies and targets with its vision, mission and values, in support of the achievement of organisational strategic goals • Review and refine organisational strategies and targets for endorsement purposes • Set and communicate Key Performance Indicators (KPIs) for business functions

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						<ul style="list-style-type: none">Apply strategic models and analysis tools to conduct internal and external business environmental reviews
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