

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

TSC Category	General Management					
TSC	Department Performance Management					
TSC Description	Develop, implement and review department performance systems to meet strategic plans and objectives by establishing Key Performance Indicators (KPIs), tracking progress and addressing gaps					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			SSC-BIN-3132-1.1	SSC-BIN-4132-1.1	SSC-BIN-5132-1.1	SSC-BIN-6132-1.1
			Monitor performance of the department	Implement and monitor strategies for department performance management and review outcomes for gap analysis	Develop and communicate strategies and Key Performance Indicators (KPIs) for department performance management to achieve desired department goals	Review department guidelines for performance systems according to organisational mission, vision and objectives
Knowledge			<ul style="list-style-type: none"> Types of performance systems Department's policies, services and processes Performance monitoring and testing procedures 	<ul style="list-style-type: none"> Department performance management systems Department policies, services and processes Performance monitoring Gap analysis procedures Root cause analysis procedures 	<ul style="list-style-type: none"> Industry best practices in the implementation of departmental performance systems Organisation's policies, services and processes Objectives of the department's performance management system Key performance indicators of the organisation and the department Relevant legal and regulatory requirements 	<ul style="list-style-type: none"> Organisation's vision, mission and values Industry best practices in departmental performance systems Emerging trends and regulatory standards of department performance management
Abilities			<ul style="list-style-type: none"> Document the operational functions of the department performance system Perform tests and checks regularly on department processes in line with performance monitoring procedures Track the progress and performance of department processes by comparing results against with the Key Performance Indicators (KPIs) 	<ul style="list-style-type: none"> Implement department performance systems Advise team leaders on the performance management system, and tools and resources available Communicate the performance management system to employees and their roles and responsibilities in performance management Evaluate performance of the department against key performance indicators Perform gap analyses and root cause analyses 	<ul style="list-style-type: none"> Develop department performance management systems in line with department objectives and the wider organisational performance management systems, requirements and emerging trends Determine required performance management strategy for the department Identify performance management requirements in consultation with stakeholders to ensure buy-in and support 	<ul style="list-style-type: none"> Review departmental guidelines for adoption of the department performance management systems, according to organisational objectives Review department performance management systems Endorse key performance indicators in assessing department performance as per industry best practices and regulatory standards Review recommendation for addressing gaps

SKILLS FRAMEWORK FOR SOCIAL SERVICE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

			<ul style="list-style-type: none"> Identify gaps in department processes based on results and highlight areas for improvements Perform modifications to close the gaps found in the department according to the requirements of the action plan 	<ul style="list-style-type: none"> for gaps between current and future state of the department Develop recommendations on how to address the root causes of gaps in the department 	<ul style="list-style-type: none"> Review performance management outcomes Facilitate development of policies to support implementation of the performance management strategy Support stakeholders with implementation of the performance management strategy Communicate the department's performance management system to encourage stakeholders' buy-in and support Oversee implementation of department performance management systems to ensure consistency across the organisation Develop guidelines for the adoption of department performance management systems Evaluate recommendations to address gaps in performance management for the department or organisation 	
--	--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--