

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

<b>TSC Category</b>	General Management					
<b>TSC</b>	Strategy Implementation					
<b>TSC Description</b>	Develop implementation plans to achieve organisation and department strategies and goals					
<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>SSC-BIN-3057-1.1-1</b>	<b>SSC-BIN-4057-1.1-1</b>	<b>SSC-BIN-5057-1.1-1</b>	
			Translate the strategies for teams ensuring that the plans account for risk mitigation factors	Evaluate the strategy for departments ensuring that the plans are realistic	Lead the strategy implementation for the department that anticipates risk and its critical impact	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Operating environment analysis</li> <li>Risk assessment</li> <li>Situational analysis</li> </ul>	<ul style="list-style-type: none"> <li>Service impact on relevant social service stakeholders</li> <li>Risk management</li> <li>Resource management</li> </ul>	<ul style="list-style-type: none"> <li>Financial management</li> <li>Sector analysis</li> <li>Resource optimisation</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Analyse external environmental factors</li> <li>Analyse current operating environment and propose refinements to the team strategies</li> <li>Identify risk impact on the critical team function</li> </ul>	<ul style="list-style-type: none"> <li>Review the department and service impact</li> <li>Review department operations and refine plans for alignment to organisational strategy</li> <li>Develop department strategies and evaluate risk impact based on internal factors and external conditions</li> </ul>	<ul style="list-style-type: none"> <li>Drive strategic plans for the department aligned to organisation's short and long-term strategies</li> <li>Formulate actionable and practical plans for critical organisational functions</li> <li>Formulate department strategies to appropriately anticipate internal factors and external risk and critical factors of the organisation</li> </ul>	