

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

<b>TSC Category</b>	General Management					
<b>TSC</b>	Strategy Planning					
<b>TSC Description</b>	Analyse and interpret the environment and develop department and organisation strategies and policies, in consultation with relevant stakeholders					
<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-3056-1.1-1</b>	<b>SSC-BIN-4056-1.1-1</b>	<b>SSC-BIN-5056-1.1-1</b>	<b>SSC-BIN-6056-1.1-1</b>
			Identify gaps in practice, service and processes to support strategy planning	Develop resource allocation plans and implement strategies and policies	Drive strategies and policies that are forward looking and focus on impact and sustainability	Build actionable strategy plans and policies that are forward looking, anticipate risks and focus on impact and sustainability
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Operational needs analysis</li> <li>Standard operating procedures (SOPs)</li> </ul>	<ul style="list-style-type: none"> <li>Resource management</li> </ul>	<ul style="list-style-type: none"> <li>Operating model management</li> <li>Sector analysis</li> <li>Financial management</li> </ul>	<ul style="list-style-type: none"> <li>Cross-sector and international trends analysis</li> <li>Service impact analysis</li> <li>Corporate strategy</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Identify practice and service gaps in service delivery</li> <li>Identify gaps and recommendations for improvements to SOPs</li> </ul>	<ul style="list-style-type: none"> <li>Develop resource management and allocation plans to the maximise effective use of funds of the organisation</li> <li>Review the department's strategic plans to consider various sector needs and ongoing trends</li> <li>Develop a corporate policy aligned with the overall strategic direction</li> <li>Draft standard operating procedures (SOPs)</li> </ul>	<ul style="list-style-type: none"> <li>Drive effective resource allocation in the department</li> <li>Drive the department's strategic plans to consider various sector needs and trends</li> <li>Review standard operating procedures (SOPs)</li> </ul>	<ul style="list-style-type: none"> <li>Advance organisational relevance to sector needs and sustain financial viability</li> <li>Synergise resource allocation to drive performance</li> <li>Transform the department's strategy plans to consider current or emerging sector needs and macro-trends</li> </ul>