

SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Business and Project Management					
TSC Title	Strategy Planning					
TSC Description	Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				ICT-BIN-4049-1.1	ICT-BIN-5049-1.1	ICT-BIN-6049-1.1
				Develop resource allocation plans and implement strategies and policies	Formulate the strategies and policies that are forward-looking and focuses on bottom line results	Build actionable organisation strategy plans and policies that are forward-looking, anticipate strategic risks and focus on bottom line results
Knowledge				<ul style="list-style-type: none"> Types of resources Outcomes of effective resource allocation Relevant stakeholders Relevant organisational strategies, objectives, processes Tools and methodologies to review systems and processes 	<ul style="list-style-type: none"> Processes to develop organisational strategies and policies Impact of internal and external influencing factors Various organisational systems and processes Types of critical business functions Types of key performance indicators Outcomes of functional analysis 	<ul style="list-style-type: none"> Competitor analysis Customer analysis Strategic objectives of the organisation Performance drivers of the organisation Objectives of strategic plans Methods of setting organisational goals and targets Types of strategic risks Types of organisational analysis Objectives of organisational analysis Implications of organisational analysis on organisation

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Abilities				<ul style="list-style-type: none">• Determine resource needs to ensure successful implementation of business function strategy• Develop resource management allocation plans to determine sufficiency and optimal utilisation of the organisation• Monitor and review resource usage to determine sufficiency and optimal utilisation of resources• Review the organisation’s strategic plans to consider various life-cycles and ongoing trends• Propose organisational strategies and policies and present to management for endorsement• Propose solutions to gaps and areas of improvement to further enhance organisational systems and processes	<ul style="list-style-type: none">• Evaluate effective resource allocation to the best investment of the organisation• Evaluate the organisation’s strategic plans to consider various life-cycles and trends• Devise corporate strategy and policy to anticipate risk, ensuring that the organisation remains resilient and adaptable in times of instability• Set key performance indicators to assess operational plans• Analyse impact of internal and external influencing factors on organisational strategies and policies• Review proposed strategies and policies to update management for endorsement• Report operational plans to relevant stakeholders for endorsement purposes• Determine need for functional analysis• Evaluate critical business functions of the organisation based on existing information	<ul style="list-style-type: none">• Ensure the organisation’s competitive position and financial position• Link resource allocation to the best investment opportunities to drive performance• Transform the organisation’ strategy plans to consider long cycles and macro-trends• Transform the corporate strategy and policy to appropriately anticipate risk and uncertainty, ensuring that the organisation remains resilient and adaptable in times of instability• Identify strategic needs of the organisation to enhance organisational performance• Set organisational directions, organisational goals and targets to contribute to organisational strategies• Review operational plans to relevant stakeholders for endorsement
Range of Application						