<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Strategic Planning</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Organisational Strategy and Policy Realisation</td>
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<tr>
<td>TSC Description</td>
<td>Making management decisions to establish, review and refine strategic organisational objectives and policies through collation and analysis of relevant organisational and business information</td>
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<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tr>
<td></td>
<td>STP-SPL-3002-1.1</td>
<td>STP-SPL-4002-1.1</td>
<td>STP-SPL-5002-1.1</td>
<td>STP-SPL-6002-1.1</td>
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<td></td>
<td>Contribute to strategic and operational plans</td>
<td>Support management decision-making with information processing</td>
<td>Develop organisational strategies and policies</td>
<td>Set organisational strategies and targets</td>
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**Knowledge**

- Linkage between business processes and organisational policies, practices and procedures
- Purposes of key performance indicators within the organisation
- Performance systems and processes in organisations
- Types of management decisions
- Sources of information
- Techniques on information gathering
- Techniques on information reporting
- Business issues
- Relevant stakeholders affected by management decisions
- Processes to develop organisational strategies and policies
- Impact of internal and external influencing factors
- Stakeholders for consultation on strategic planning
- Strategic objectives of the organisation
- Performance drivers of the organisation
- Objectives of strategic plans
- Means of setting organisational goals and targets
- Strategic risks

**Abilities**

- Identify business processes for alignment with organisational policies, practices and procedures
- Identify and assess own job scope, roles and responsibilities in accordance with relevant strategic and operational plans
- Identify and carry out actions and behaviours aligned to organisational vision, mission and values
- Identify, process and convey information needed for management decision-making
- Determine relevant measures to monitor outcomes of management decisions
- Update and inform management on business issues requiring management decisions
- Substantiate and make recommendations on business issues to facilitate management decision-making
- Develop organisational strategies aligned to organisational objectives
- Develop organisational policies aligned to organisational directions and business targets
- Analyse impact of internal and external influencing factors on organisational strategies and policies
- Review and refine organisational strategies and policies
- Identify the organisation’s strategic needs
- Set organisational directions, goals and targets
- Facilitate alignment of organisational strategies and targets with organisational vision, mission and values to achieve organisational strategic needs
- Review and refine organisational strategies and targets