## Technical Skills & Competencies (TSC) Reference

### TSC Category
Business Management

### TSC Description
Implement organisational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps.

<table>
<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>
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#### Knowledge
- Available organisational and visitor feedback channels and tools
- Procedures for gathering and compiling feedback
- Procedures for providing organisational feedback
- Organisation’s operational excellence standards
- Types of performance systems
- Department’s policies, products and processes
- Performance monitoring and testing procedures
- Industry best practices in the implementation of organisational performance systems
- Gap analysis procedures
- Organisation’s policies, products and processes
- Objectives of the organisation’s performance systems
- Key performance indicators
- Root cause analysis procedures
- Relevant legal and regulatory requirements
- Organisation’s vision, mission and values
- Industry best practices in organisational performance systems
- Emerging trends and regulatory standards of organisation performance management

#### Abilities
- Input feedback into the organisation performance systems within the department
- Consolidate feedback from stakeholders on processes and visitor experience
- Provide feedback on operational business processes
- Apply organisation’s operational excellence standards in day-to-day functions and tasks
- Document the operational functions of the organisation performance systems within the department
- Perform tests and checks on business processes in line with monitoring and testing procedures
- Track the progress and performance of the business processes by comparing testing results in line with the key performance indicators
- Identify gaps in the business processes
- Implement organisation performance systems within the department whilst taking into account its unique requirements
- Design monitoring and testing procedures for processes within the department, aligning to the requirements of key performance indicators
- Evaluate the performance of the department against the goals
- Develop organisation performance systems in line with business plans and objectives
- Oversee the implementation of organisational performance systems to ensure consistency across the organisation
- Develop key performance indicators to assess the overall performance of the organisation based on emerging trends
- Establish organisational guidelines for the adoption of organisational performance systems according to business objectives
- Review organisation performance systems to ensure their alignment with organisational vision, mission and values
- Endorse key performance indicators in assessing organisational performance as per

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<table>
<thead>
<tr>
<th>Based on testing results and highlight areas for improvements</th>
<th>Perform gap analyses on the gaps identified within the department</th>
<th>Perform root cause analyses of the entire organisation performance system</th>
<th>Industry best practices and regulatory standards</th>
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<tbody>
<tr>
<td>• Perform modifications to close the gaps found in the business functions according to the requirements of the action plans</td>
<td>• Identify the root causes for the gaps between current and future state of the department based on the gap analyses</td>
<td>• Develop reports with recommendations on how to address the root causes and close the gaps in the department</td>
<td>• Review blueprints for the addressing of gaps found in the business processes to ensure alignment to organisation mission and objectives</td>
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<tr>
<td>• Identify the root causes for the gaps between current and future state of the department based on the gap analyses</td>
<td>• Translate blueprints into implementable action plans</td>
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<td>• Develop reports with recommendations on how to address the root causes and close the gaps in the department</td>
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