

**POWER ENGINEERING COMPETENCY FRAMEWORK FOR POWER ENGINEERING PROFESSIONALS IN PUBLIC SERVICE  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	General Management					
<b>TSC Title</b>	Strategy Development					
<b>TSC Description</b>	Develop agency strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from 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>&lt;Insert TSC Code&gt;</b>	<b>&lt;Insert TSC Code&gt;</b>	<b>&lt;Insert TSC Code&gt;</b>
				Translate department strategies into specific action plans for the team	Establish department strategies in alignment with agency strategies and policies	Lead the development of agency strategies and policies that are forward looking, anticipate risk and focus on the national power agenda
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>Processes for monitoring effectiveness of department or function operations</li> <li>Principles of resource planning and project management</li> <li>Advanced market research techniques</li> <li>Components of business strategy</li> <li>Stakeholder management and negotiation techniques</li> <li>Feedback collection and interpretation</li> </ul>	<ul style="list-style-type: none"> <li>Agency policies and processes, vision, mission and values</li> <li>Relevant legislative and regulatory requirements</li> <li>Advanced market research techniques and</li> <li>Types of gap analysis procedures</li> <li>Methods of portfolio and project management</li> <li>Operating model management</li> <li>Strategic stakeholder management</li> <li>Power sector best practices</li> <li>Operational risk management</li> <li>Performance and financial planning</li> </ul>	<ul style="list-style-type: none"> <li>Strategy planning and development</li> <li>Financial and budget management</li> <li>Emerging industry trends and innovations</li> <li>Relevant legislative and regulatory requirements</li> <li>Industry standards and best practices</li> <li>Performance drivers in the power sector</li> <li>Organisational risk and performance management</li> <li>Strategic stakeholder management</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>Design high-level action plans for the functional area based on department strategies</li> <li>Define improvements to functional strategies to ensure they are aligned to action plans</li> </ul>	<ul style="list-style-type: none"> <li>Determine potential internal and external impact of misalignment between functional and agency strategies</li> <li>Evaluate impact of critical business functions on department performance</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategic needs of power system to enhance power system performance</li> <li>Contribute to the development of agency strategies aligned to</li> </ul>

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				<ul style="list-style-type: none"> <li>• Analyse impact of internal and external factors influencing functional strategies and policies</li> <li>• Review and refine functional strategies and policies and present to management for endorsement</li> <li>• Identify risks and disruptions to operational workflows</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct situational analysis to identify factors affecting the department performance</li> <li>• Engage key stakeholders to endorse strategies</li> <li>• Develop internal processes to monitor and ensure compliance with agency strategies</li> <li>• Refine department strategies to align with the changing agency vision, mission and values</li> </ul>	<p>power its vision, mission and values</p> <ul style="list-style-type: none"> <li>• Establish guidelines for agency goals and targets</li> <li>• Transform the agency's competitive position and add value to its financial position</li> <li>• Liaise with the board of directors and other senior executives of the organisation</li> <li>• Transform the corporate strategy and policy to appropriately anticipate risk, uncertainty, ensuring that the agency remains resilient and adaptive in times of instability</li> </ul>
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