

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Business Development and Strategy Management					
<b>TSC</b>	Business Process Re-engineering					
<b>TSC Description</b>	Analyse business processes and workflows within the organisation and identification of new approaches to completely redesign business activities or optimise performance, quality and speed of services or processes. This includes exploration of automating and streamlining processes, evaluation of associated costs and benefits of redesigning business processes, as well as identification of potential impact, change management activities and resources required.					
<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>FSE-SNA-3004-1.1-1</b>	<b>FSE-SNA-4004-1.1-1</b>	<b>FSE-SNA-5004-1.1-1</b>	
			Implement enhanced business processes and workflows and assist in developing business process re-engineering plans	Evaluate business processes and workflows, and develop business process re-engineering plans	Establish business process re-engineering strategies, determining the processes to be re-engineered and significantly redefining process flows	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Business process analysis and assessment techniques</li> <li>Business process plan development</li> <li>Business process evaluation and workflow analysis approaches</li> <li>Benchmarking metrics</li> </ul>	<ul style="list-style-type: none"> <li>Business process analysis and assessment tools</li> <li>Business process plan development</li> <li>Business process evaluation and workflow analysis techniques</li> <li>Benchmarking metrics</li> <li>Process enhancement and modification methods</li> <li>Strengths, weaknesses, opportunities and threats (SWOT) analysis methods</li> <li>Performance standard setting methodologies</li> <li>Industry trends</li> </ul>	<ul style="list-style-type: none"> <li>Business case preparation processes</li> <li>Business process re-engineering cycle</li> <li>Business process creation and re-design frameworks</li> <li>Change and transition management approaches</li> <li>Principles and techniques in the evaluation of processes</li> <li>Process prioritisation</li> <li>Resource allocation techniques</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Identify types of data that need to be collected to develop, justify and execute process improvements</li> <li>Identify relevant key metrics for benchmarking of internal processes</li> <li>Implement and track training, documentation, feedback and data</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate business processes and perform SWOT analyses of workflows in the organisation</li> <li>Evaluate suitability of alternative processes and solutions</li> <li>Drive enhancements and modifications to existing processes, leveraging</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise processes based on boundaries, stakeholders and strategic importance of each process</li> <li>Determine high priority processes to re-engineer considering potential costs and gains to the business</li> <li>Redefine process flows to yield significant organisational benefits</li> </ul>	

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			<p>collection to ensure internal rollout milestones are met</p> <ul style="list-style-type: none"> <li>• Assist in drafting business process re-engineering (BPR) strategies and plans</li> <li>• Implement BPR strategies according to plans</li> </ul>	<p>technology and industry best practices</p> <ul style="list-style-type: none"> <li>• Draft business process re-engineering (BPR) strategies and plans, detailing action steps and impact on various business units and stakeholders</li> <li>• Detail performance standards for new processes based on BPR plans and goals</li> <li>• Lead implementation and roll-out of BPR strategies according to the plans, utilising allocated resources</li> <li>• Monitor new processes to measure performance levels, effectiveness and impact</li> <li>• Direct and supervise the processes of collecting industry and organisation-wide data for benchmarking and identification of key, existing and future processes</li> <li>• Ideate process enhancements based on opportunity areas, changing business needs and industry trends</li> <li>• Identify potential benefits and challenges of rollout plans</li> <li>• Analyse and justify selection of appropriate factors for process evaluation</li> <li>• Adhere to new internal processes</li> </ul>	<ul style="list-style-type: none"> <li>• Establish business process re-engineering (BPR) strategies and plans, ensuring clarity of purpose and alignment with business strategies</li> <li>• Articulate key goals, objectives and performance indicators to assess success of re-engineered processes</li> <li>• Determine allocation of resources for implementation and process change management activities</li> <li>• Manage long-term, continuous refinement of internal business processes</li> <li>• Design and communicate process enhancement goals and objectives</li> <li>• Lead in the development of new and/or improved processes to ensure continuous and relevant process development</li> <li>• Ensure timely fulfilment of set targets</li> <li>• Evaluate process development costs and benefits and redirect resources towards outsourcing and/or automation where appropriate</li> <li>• Manage risks, costs and time</li> <li>• Adhere to process enhancement goals and objectives</li> </ul>	
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