

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

TSC Category	Business Development and Strategy Management					
TSC	Continuous Improvement Management					
TSC Description	Apply continuous improvement processes to optimise operating costs, task efficiency and effectiveness in production, services and processes					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-BIN-3034-1.1	FSE-BIN-4034-1.1	FSE-BIN-5034-1.1	FSE-BIN-6034-1.1
			Implement processes to monitor the progress of improvement activities against action plans	Facilitate the organisation's systems and processes related to continuous improvement	Lead the design and application of improvement tools and strategies to meet the organisation's continuous improvement goals and targets	Advocate continuous improvement culture across the organisation to meet continuous improvement goals and targets
Knowledge			<ul style="list-style-type: none"> • Purposes and benefits of continuous improvement concepts • Action planning tools and techniques • Concepts and methods of continuous process improvement 	<ul style="list-style-type: none"> • Continuous improvement principles • Continuous improvement systems, tools and techniques • Organisational structure, functions, resources, policies, procedures and culture • Internal and external benchmarking principles and practices • Methods of developing effective communication in continuous improvement messaging • Types of continuous improvement activities and implementation approaches • Measurement criteria for continuous improvement performance 	<ul style="list-style-type: none"> • Critical organisational processes and their interdependencies • Key performance Indicators (KPIs) and various functions of the organisation • Strategies, tools and techniques in continuous process improvement • Opportunity identification methods • Cost benefit analysis techniques • Change management principles • Methods of managing systems and processes to facilitate continuous improvement 	<ul style="list-style-type: none"> • Industry best practices • New and emerging trends and technologies • Productivity and quality enhancement strategies • Environmental sustainability and waste minimisation strategies • Methods to formulate continuous improvement systems, key performance indicators and tools • Strategies, tools and practices for building organisational culture • Methods of analysing and assessing continuous improvement opportunities • Change management tools and practices
Abilities			<ul style="list-style-type: none"> • Recommend continuous improvement initiatives • Identify improvement goals to be achieved 	<ul style="list-style-type: none"> • Execute and supervise initiatives for continuous improvement 	<ul style="list-style-type: none"> • Manage systems and processes to facilitate continuous improvement initiatives 	<ul style="list-style-type: none"> • Lead improvement opportunities in line with the organisation's continuous improvement goals and targets

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			<ul style="list-style-type: none"> • Carry out improvement activities in accordance with action plans • Apply appropriate techniques for continuous process improvement • Monitor the progress of improvement activities and take appropriate corrective actions • Report and record the outcomes of improvement activities in accordance with organisational procedures 	<ul style="list-style-type: none"> • Implement and review savings, productivity and service improvements • Validate continuous improvement initiative and activities as planned • Update processes or procedures as a result of continuous improvement initiatives • Monitor continuous improvement progress against identified key performance indicators (KPIs) • Review the performance improvement before and after the implementation to identify further improvement opportunities • Execute corrective actions in accordance with organisational procedures for issues that arose during the implementation of continuous improvement activities 	<ul style="list-style-type: none"> • Review continuous improvement data and information to track improvement progress • Analyse, synthesise and interpret complex information • Manage the design and application of improvement tools and strategies • Review and endorse recommendations and plans for continuous improvement projects and activities • Monitor and review efficiency and effectiveness of continuous improvement activities against goals, targets and KPIs 	<ul style="list-style-type: none"> • Keep abreast of industry best practices and trends • Evaluate the feasibility of new and emerging technologies, procedures and processes used in the industry or adjacent industries • Develop strategies to optimise the value chain of the organisation's processes • Transform continuous improvement strategies into actionable plans • Manage change to facilitate transition or incorporation of new equipment, procedures or processes • Review improvement processes to identify further refinements • Promote a strong culture of continuous improvement across the organisation
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