

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

<b>TSC Category</b>	Analytical, Conceptual and Evaluative					
<b>TSC</b>	Organisational Analysis					
<b>TSC Description</b>	Devise frameworks to initiate organisational analysis pertaining to internal capabilities, resources and organisational design as well as use reliable and valid data analysis methods to determine current and emerging organisational needs					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b> <b>RET-ACE-4005-1.1</b>	<b>Level 5</b> <b>RET-ACE-5005-1.1</b>	<b>Level 6</b> <b>RET-ACE-6005-1.1</b>
				Manage activities to carry out organisational analysis on organisational policies and strategies to determine required internal capabilities resources and changes	Formulate and lead initiatives to conduct organisational analysis to gain a deeper understanding of internal capabilities, resources required and evaluate options to develop effective organisational policies and strategies	Influence and direct framework to conduct organisational analysis pertaining to internal capabilities, resources and organisational design effectiveness
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Types of organisational analysis</li> <li>• Objectives of organisational analysis</li> <li>• Implications of organisational analysis on the organisation</li> <li>• Organisation's Standard Operating Procedures (SOP)</li> </ul>	<ul style="list-style-type: none"> <li>• Types of organisational analysis</li> <li>• Objectives of organisational analysis</li> <li>• Implications of organisational analysis on the organisation</li> <li>• Organisational policies and procedures</li> <li>• Business strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Types of organisational analysis</li> <li>• Objectives of organisational analysis</li> <li>• Implications of organisational analysis on the organisation</li> <li>• Organisational objectives</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>• Collect data for organisational analysis</li> <li>• Manage organisational analysis activities</li> <li>• Analyse the organisation's internal capabilities</li> <li>• Propose potential recommendations</li> <li>• Justify effective organisational policies and strategies to management</li> <li>• Present findings on internal capabilities and resources required</li> </ul>	<ul style="list-style-type: none"> <li>• Determine components for organisational analysis and lead the analysis</li> <li>• Evaluate critical business functions of the organisation based on existing information</li> <li>• Report findings and possible recommendations to relevant stakeholders for review and decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Determine need for organisational analysis</li> <li>• Select or establish framework for organisational analysis</li> <li>• Review and evaluate findings to determine implications on the organisation</li> <li>• Communicate findings and potential implications to relevant stakeholders</li> <li>• Advise organisational leaders on improvements to organisational structure, culture and systems for follow-up actions</li> </ul>