

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

<b>TSC Category</b>	Business Continuity Management					
<b>TSC</b>	Crisis Management					
<b>TSC Description</b>	Provide guidance on developing return-to-normal procedures, direct crisis responses as well as establish parameters for contingency planning					
<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>RET-BCM-3003-1.1</b>	<b>RET-BCM-4003-1.1</b>	<b>RET-BCM-5003-1.1</b>	<b>RET-BCM-6003-1.1</b>
			Execute crisis management plans which includes coordinating crisis response and recovery activities, executing individual roles during disruptive events and validating crisis management plans	Allocate resources to handle a crisis, identify crisis response and recovery activities to be implemented, document activities and implement return-to-normal procedures and communicate key messages to relevant stakeholders	Lead damage assessment, direct crisis response and recovery activities, facilitate involvement of cross functional teams, activate return-to-normal procedures, understand business impact and activate stand down procedures and facilitate communication during disruptive events	Lead organisation through crisis situations which includes activating and directing review of crisis response, recovery and stand down activities, managing crisis communication, reviewing impact of disruptive events on the organisation
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Crisis management plans, including crisis response and recovery activities</li> <li>• Critical business functions</li> <li>• Business continuity plans</li> <li>• Emergency control exercises</li> </ul>	<ul style="list-style-type: none"> <li>• Operational roles and responsibilities of a manager handling a crisis</li> <li>• Crisis response and recovery activities</li> <li>• Documentation components for crisis response and recovery activities</li> <li>• Resources required for crisis situations</li> <li>• Communication plans for managing crises</li> </ul>	<ul style="list-style-type: none"> <li>• Damage assessment of disruptive events</li> <li>• One's role in management of crisis response and recovery activities</li> <li>• Relevant stakeholders in a disruptive event</li> <li>• Implications of business impact of the disruptive events on the organisation</li> <li>• Communication processes with internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Business impact of disruptive events on the organisation</li> <li>• One's role in communication with relevant stakeholders</li> <li>• Communications to stakeholders during disruptive events</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Assist in the coordination and integration of crisis response and recovery activities in accordance with recovery and business continuity plans to respond to disruptive events</li> <li>• Execute individual roles within the crisis management plans to respond to disruptive events</li> <li>• Participate in the organisation's emergency</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate resources to manage response-handling in accordance with crisis management plans</li> <li>• Identify crisis response and recovery activities for implementation in accordance with recovery strategies and business continuity strategies to ensure alignment of activities</li> <li>• Document crisis response and recovery activities</li> </ul>	<ul style="list-style-type: none"> <li>• Lead damage assessment in consultation with relevant stakeholders to determine the scale of impact</li> <li>• Direct implementation of crisis response and recovery activities in accordance with recovery strategies and business continuity strategies to ensure alignment of activities</li> <li>• Facilitate involvement of cross-functional teams to</li> </ul>	<ul style="list-style-type: none"> <li>• Approve activation of the crisis response, recovery activities and stand down procedures to ensure alignment with business continuity strategies and crisis management plans</li> <li>• Manage communication of disruptive events to relevant stakeholders to ensure alignment with crisis communication plans</li> <li>• Review reports to determine business</li> </ul>

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			<p>control exercises to validate and make improvements to the crisis management plans to ensure organisational readiness</p>	<p>data in accordance with information format requirements to facilitate follow-up actions</p> <ul style="list-style-type: none"> <li>• Implement 'return-to-normal' procedures in accordance with crisis management plans to ensure alignment of activities</li> <li>• Communicate organisational crisis management key messages to relevant stakeholders to provide updates</li> <li>• Review crisis management processes to identify areas for improvement</li> </ul>	<p>assist in crisis management</p> <ul style="list-style-type: none"> <li>• Activate 'return-to-normal' procedures in accordance with crisis management plans to ensure alignment of activities</li> <li>• Identify and determine the extent of the business impact of disruptive events on the organisation</li> <li>• Activate stand down procedures in accordance with business continuity strategies and crisis management plans to ensure alignment of activities</li> <li>• Facilitate communication processes during disruptive events to internal and external stakeholders in accordance with crisis communication plans to provide updates</li> <li>• Review crisis management processes to identify areas for improvement</li> </ul>	<p>impact arising from disruptive events on the organisation</p> <ul style="list-style-type: none"> <li>• Direct review of crisis response, recovery activities and stand down procedures to make improvements for future activation during crisis situations</li> <li>• Identify programmes for staff learning and development in crisis management to strengthen organisational capability in crisis management</li> </ul>
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