

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

TSC Category	Corporate Governance and Policies					
TSC	Organisation Evaluation for Business Excellence					
TSC Description	Analyse data, review and improve programmes and organisational performance for achieving business excellence, as well as articulate communication strategies to facilitate extension of business improvement options					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	RET-CGP-1004-1.1	RET-CGP-2004-1.1	RET-CGP-3004-1.1	RET-CGP-4004-1.1	RET-CGP-5004-1.1	RET-CGP-6004-1.1
	Conduct research and collate result to establish benchmarks for the measurement of business excellence in key result areas determined by the organisation	Identify legislation, policies, standards and guidelines impacting on business excellence	Gather, analyse and evaluate data and business trend relating to organisational performance	Review and identify factors as well as formulate recommendations that promote business excellence	Establish business performance indicators that link organisational processes, resource use and organisational objectives to environmental factors	Endorse communication strategies to facilitate extension of business improvement as well as review and evaluate business performance against performance trends and organisational capacities
Knowledge	<ul style="list-style-type: none"> • Organisation's strategies for business excellence • Organisation's policies, procedures and guidelines relating to business excellence • Methods for conducting research 	<ul style="list-style-type: none"> • Legislation relating to business excellence • Organisation's policies, procedures and guidelines relating to business excellence • Ethics and security issues relating to organisational information • Current and emerging business performance trends 	<ul style="list-style-type: none"> • Current and emerging business performance trends • Methods for analysing data relating to organisational performance 	<ul style="list-style-type: none"> • Criteria for reviewing organisational programmes • Factors that promote business excellence • Techniques to develop recommendations to improve business excellence • Processes for identifying and eliminating factors that hinder business excellence 	<ul style="list-style-type: none"> • Principles for developing business performance indicators • Types of business performance indicators • Techniques to link organisational processes to environmental factors • Business environmental factors • Financial management techniques 	<ul style="list-style-type: none"> • Principles of management audits, benchmarking, compliance assessments and governance arrangements • Criteria for evaluating components of business performance indicators • Communication techniques to drive extensions of business improvement options • Business performance trends and organisational capacities • Components of business performance indicators
Abilities	<ul style="list-style-type: none"> • Conduct research to establish benchmarks for the measurement of business excellence • Collate and document business excellence requirements in accordance with organisational strategies and objectives 	<ul style="list-style-type: none"> • Identify legislation, policies, standards and guidelines impacting on business excellence and extract key requirements • Perform basic analysis and interpret research information to identify options and opportunities for business excellence 	<ul style="list-style-type: none"> • Evaluate trends in business performance in terms of organisational short-term and long-term objectives • Gather and analyse data relating to organisational performance to identify past, current and future business performance 	<ul style="list-style-type: none"> • Identify, minimise or eliminate factors inhibiting business excellence • Review organisational programmes to include factors that promote business excellence • Interpret results, identify strengths and formulate recommendations to improve business excellence 	<ul style="list-style-type: none"> • Develop business performance indicators that link organisational processes, resource use and organisational objectives to environmental factors • Ensure value is added through use of standard financial management techniques such as capital budgeting 	<ul style="list-style-type: none"> • Articulate and endorse communication strategies to facilitate extension of business improvement options • Review and evaluate components of business performance indicators for relevance against performance trends and organisational capacities