

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

TSC Category	Innovation					
TSC	Process Improvement					
TSC Description	Evaluate strategic and longer-term impacts of change and improvement processes, as well as communicate to employees improvement plans, goals and changes to operational procedures					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	RET-INO-1005-1.1	RET-INO-2005-1.1	RET-INO-3005-1.1	RET-INO-4005-1.1	RET-INO-5005-1.1	
	Execute and standardise work improvement processes and report issues of service quality using standard organisational processes and timeframes	Measure, document and report outcomes of quality and improvement processes to stakeholders and conduct research on trends in customer satisfaction and service usage to identify opportunities for improvement	Communicate work improvement processes to employees and ensure changed processes conform to legal requirements, organisational policies and sustainability principles	Evaluate, report and resolve service shortfalls in line with organisational policies and procedures and communicate to employees changes to operational processes that are to be implemented	Evaluate strategic and longer-term impacts of change and improvement processes and establish financial and non-financial performance measures and organisations or specific projects	
Knowledge	<ul style="list-style-type: none"> • Concept of process management • Organisational goals vis-à-vis customer expectations • Types of data and how data should be recorded • Organisational goals • Team's key performance indicators • Principles of continuous process improvement • Roles and responsibilities of work teams • Importance of proper documentation 	<ul style="list-style-type: none"> • Concept of process management • Organisational goals vis-à-vis customer expectations • Types of data and how data should be recorded • Organisational goals • Team's key performance indicators • Principles of continuous process improvement • Roles and responsibilities of work teams • Importance of proper documentation 	<ul style="list-style-type: none"> • Concept of process management • Organisational goals vis-à-vis customer expectations and requirements • Process continuous improvement methodologies used by organisations • Defining process relationship • Types of data and how data should be recorded • Team's key performance indicators • Principles of continuous process improvement • Roles and responsibilities of work teams 	<ul style="list-style-type: none"> • Concept of process management • Process improvement model • Organisational goals vis-à-vis customer expectations and requirements • Process continuous improvement methodologies used by organisations • Principles for defining process relationship • Team's key performance indicators • Principles of continuous process improvement • Communication modes and barriers • Structure of an effective action plan • Standardisation of process 	<ul style="list-style-type: none"> • Concept of process management • Process improvement model • Organisational goals vis-à-vis customer expectations and requirements • Process continuous improvement methodologies used by organisations • Principles for defining process relationship • Team's key performance indicators • Principles of continuous process improvement • Communication modes and barriers • Structure of an effective action plan • Standardisation of process 	
Abilities	<ul style="list-style-type: none"> • Perform process improvement activities • Collect information and data to support process improvement activities • Document implemented changes in the work processes in accordance 	<ul style="list-style-type: none"> • Support analysis of the processes for waste or non-value activities to facilitate redesigning the processes in accordance with the process improvement model • Document implemented 	<ul style="list-style-type: none"> • Execute the changes to the processes and resolve issues encounter in accordance with change solicitation processes • Prepare reports on the outcomes of improvement 	<ul style="list-style-type: none"> • Identify improvement activities associated with concept of process management by using systematic process improvement model to meet the organisational goals 	<ul style="list-style-type: none"> • Identify opportunities to improve processes • Define the process relationship using suitable process mapping techniques • Communicate the improved work processes 	

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

	with organisational procedures	<p>changes in the work processes in accordance with organisational procedures</p> <ul style="list-style-type: none"> • Apply control mechanisms to monitor the progress of work teams • Identify possible work improvement activities at the workplace in accordance with organisational goals 	<p>activities implemented in accordance with organisational procedures</p> <ul style="list-style-type: none"> • Perform analysis of the processes for waste or non-value activities to facilitate redesigning the processes in accordance with the process improvement model • Apply appropriate means to communicate to the work teams the key performance indicators to be achieved • Resolve issues during implementation of improvement activities in accordance with organisational procedures 	<ul style="list-style-type: none"> • Present the process maps graphically that accurately depicts the sequence of events to build a product or produce an outcome using standard process mapping conventions or symbols • Redesign processes using the results of analyses and recommend potential measures to improve the functioning of processes to meet the organisational goals • Develop action plans and obtain approval to execute the improvement activities in accordance with organisational procedures • Resolve any unmet goals with the work teams in accordance with organisational procedures • Apply appropriate means to communicate to the work teams the key performance indicators to be achieved • Train work teams to apply continuous process improvement techniques 	<p>to relevant stakeholders in accordance with organisational procedures</p> <ul style="list-style-type: none"> • Guide process redesign using the results of the analysis and recommend potential measures to improve the functioning of processes • Standardise the redesigned processes to make changes stay permanently by proper documentation and training in accordance with organisational procedures • Determine the key performance indicators for work teams to achieve based on the work improvement activities identified • Resolve issues arise during implementation of improvement activities in accordance with organisational procedures 	
--	--------------------------------	--	--	--	--	--