

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

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|------------------------------------|---|----------------|--|--|--|----------------|
| TSC Category | Planning and Implementation | | | | | |
| TSC | Organisational Alignment and Interdependency Analysis | | | | | |
| TSC Description | Determine the degree of inter-dependencies, manage the flow of transactions and information and evaluate inter-dependencies between other departments | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 RET-PNI-3005-1.1 | Level 4 RET-PNI-4005-1.1 | Level 5 RET-PNI-5005-1.1 | Level 6 |
| | | | Identify and evaluate potential operational changes due to performance gaps, business opportunities or threats and management decisions | Analyse interdependencies between departments and external environment and propose alignments to organisational objectives and business strategies | Establish frameworks to identify the degree of inter-dependencies, strategic change needs, review of existing practices and recommend mitigating strategies | |
| Knowledge | | | <ul style="list-style-type: none"> • Inter-dependencies of a business unit • Internal and external influencing factors that may affect the business units • Internal and external dependencies that a business unit may rely on • Business impact analysis • Considerations of organisational vision, mission and values towards functional alignment | <ul style="list-style-type: none"> • Inter-dependencies of a business unit • Internal and external influencing factors that may affect the business units • Internal and external dependencies that a business unit may rely on • Business impact analysis • Considerations of organisational vision, mission and values towards functional alignment | <ul style="list-style-type: none"> • Types of organisation structures • Features of organisation operating models • Inter-dependencies of functional units across the organisation • Internal and external influencing factors that may affect the organisation • Internal and external dependencies that an organisation may rely on • Business impact analysis • Considerations of organisational vision, mission and values towards functional alignment | |
| Abilities | | | <ul style="list-style-type: none"> • Assess inter-dependencies that can affect a business unit to identify critical linkages for the business unit • Analyse and quantify the impact of internal and external influencing factors on a business unit • Report findings of risk factors and their impact to the continuity of a business unit to relevant stakeholders for decision- | <ul style="list-style-type: none"> • Manage the flow of transactions and information • Evaluate interdependencies between departments within the organisation • Monitor the external environment to identify events or trends that impact on the achievement of organisational objectives and business strategies | <ul style="list-style-type: none"> • Determine the degree of inter-dependencies • Devise a framework to identify strategic change needs • Lead and drive internal networks to ensure sound communication across organisation • Review existing policies and practices and recommend mitigating strategies to relevant stakeholders | |

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| | | | <p>making purposes</p> <ul style="list-style-type: none"> • Generate solutions to mitigate risk and/or threats to the organisations | <ul style="list-style-type: none"> • Review effectiveness of solutions and/or mitigating strategies to determine areas for refinement to enhance outcomes | | |
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