

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

<b>TSC Category</b>	People and Relationship Management					
<b>TSC</b>	Organisation and Board Relationship					
<b>TSC Description</b>	Collaborate with board members within the requirements of corporate governance, manage relationships with the board and provide strategic leadership					
<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-PRM-6003-1.1</b>
						Drive communication between organisation and the board to establish organisational strategies, performance measures and reports on outcomes and key issues
<b>Knowledge</b>						<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to continuous improvement systems and processes</li> <li>• Organisational policies and procedures</li> <li>• Relationship between high-level strategies and continuous improvement systems and processes</li> <li>• Communication and facilitation methods for working with team members to implement continuous improvement systems and processes</li> <li>• Common barriers to change at the organisation, group and individual level</li> <li>• Implications and impact of continuous improvement systems and processes on employees and the organisation</li> <li>• Individual roles and accountabilities for continuous improvement systems and processes</li> <li>• Team member roles and accountabilities for continuous improvement systems and processes</li> </ul>

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<p><b>Abilities</b></p>						<ul style="list-style-type: none"> <li>• Apply knowledge of the board's governance role</li> <li>• Direct legal and compliance requirements to develop relationships</li> <li>• Develop and utilise appropriate communication channels for the provision of timely and relevant information to the board</li> <li>• Encourage the professional development of board members to ensure they are effective in their roles</li> <li>• Facilitate board interactions with senior management teams</li> <li>• Work with the board to establish organisational strategies, targets and performance measures</li> <li>• Work with senior management teams to implement policies developed by the board</li> <li>• Report on outcomes and key issues to the board using agreed performance indicators, communication protocols and channels</li> </ul>
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