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

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Corporate Governance and Policies</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Organisation Evaluation for Business Excellence</td>
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#### 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

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<th>Level 1</th>
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<tbody>
<tr>
<td>RET-CGP-1004-1.1</td>
<td>RET-CGP-2004-1.1</td>
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**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

- Organisation's strategies for business excellence
- Organisation's policies, procedures and guidelines relating to business excellence
- Methods for conducting research
- 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
- Current and emerging business performance trends
- Methods for analysing data relating to organisational performance
- Factors that promote business excellence
- Techniques to develop recommendations to improve business excellence
- Processes for identifying and eliminating factors that hinder business excellence
- 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
- 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

- Conduct research to establish benchmarks for the measurement of business excellence
- Collate and document business excellence requirements in accordance with organisational strategies and objectives
- 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
- 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
- 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
- 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
- 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