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

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Communication</th>
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<tbody>
<tr>
<td>TSC Description</td>
<td>Communicate with employees to cascade information across the organisation</td>
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<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tbody>
<tr>
<td></td>
<td>RET-COM-1002-1.1</td>
<td>RET-COM-2002-1.1</td>
<td>RET-COM-3002-1.1</td>
<td>RET-COM-4002-1.1</td>
<td>RET-COM-5002-1.1</td>
<td>RET-COM-6002-1.1</td>
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<tr>
<td>Communicate in a way that responds to individual differences within the workplace positively</td>
<td>Use knowledge of basic communication skills to develop and maintain positive relationships and mutual trust within the workplace</td>
<td>Use methods and equipment to communicate appropriate ideas and information to the target audience and perform effective listening and speaking skills in verbal communications</td>
<td>Implement and develop communications plans that are in align to communications strategies</td>
<td>Implement communication strategies to influence organisational culture, and develop communications platforms and channels to achieve communications objectives</td>
<td>Endorse employee engagement strategies and policies aligned to changing business landscapes and organisation’s objectives and employees’ acceptance</td>
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### Knowledge

- Sources of information within and outside the organisation
- Types of information to be received, clarified and responded to and their features
- Modes of communications and communication tools and their characteristics
- Principles of effective communications and interpersonal techniques
- Internal and external barriers to effective communications
- Social and cultural differences that impact communications
- Organisational and professional standards relating to communications
- Sources of information within and outside the organisation
- Principles of effective communications and interpersonal techniques
- Modes of communication and communication tools and their characteristics
- Barriers to effective communications
- Appropriate communication styles and approaches
- Social and cultural differences that impact communications
- Aspects to consider when maintaining channels of communication at the workplace
- Parties with whom to establish and maintain work-related network and relationships
- Organisational and professional standards relating to communications
- Appropriate communication techniques
- Techniques for promoting effective communications amongst staff
- Examples of best practices in workplace communications
- Communication tools and methods associated with the various communication mechanisms
- Types and dimensions of organisational culture and their characteristics
- Criteria to evaluate effectiveness of employee engagement and communication strategies
- Methods to evaluate effectiveness of employee engagement strategies
- Communications objectives
- Organisational structure to identify approaches to disseminate information
- Communication strategies to meet organisational goals and objectives and their features
- Critical success factors of communications
- Impact of employee engagement on business outcomes
- Drivers of employee engagement

### Abilities

- Perform tasks related to interpreting and analysing information received
- Respond to information received taking into account the social and cultural backgrounds of recipients of information
- Perform activities using appropriate communications techniques to clarify and respond to information
- Use appropriate communication techniques and tools to suit different communication styles within formal and informal settings
- Apply a range of communication styles and approaches when engaging with different audiences
- Apply effective
- Communicate organisational communication policies and procedures to staff and monitor their compliance
- Maintain channels of communication to update staff on latest and relevant work-related information according to organisational communication policies
- Conduct research on best practices in workplace communications, evaluate their suitability for adoption and establish benchmarks for the organisation
- Evaluate internal and external trends and human capital statistics that may have an impact on employee engagement
- Lead studies on employee engagement to identify how the organisation is perceived by employees
- Use communication strategies to influence organisational culture
- Select appropriate communications platforms and channels in consultation with relevant stakeholders to execute
- Utilise internal and external trends analysis and human capital statistics that may have an impact on employee engagement
- Develop employee engagement strategies and policies aligned to changing business landscapes and organisation’s objectives in consultation with key stakeholders.
| received | communication techniques when interacting at the workplace  
| - Use effective communication techniques to create clear lines of communication within the workplace  
| - Interpret and respond to information received  | and procedures  
| - Promote effective communications among employees  
| - Evaluate gaps and barriers in workplace communications based on determined benchmarks  
| - Evaluate the effectiveness of channel communications  | Develop communications plan to implement communication strategies and mechanisms  
| communication strategies  
| - Develop communications platforms and channels to disseminate internal messages effectively to achieve communications objectives  
| - Evaluate effectiveness of communication strategies, mechanisms and implementation plans according to criteria set  | stakeholders  
| - Evaluate employees’ level of acceptance of organisation’s vision, mission and core values and take corrective actions where needed |