**SKILLS FRAMEWORK FOR RETAIL**

**TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Innovation</th>
<th>Process Improvement</th>
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</table>

**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.

<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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<tr>
<td></td>
<td>RET-INO-1005-1.1</td>
<td>RET-INO-2005-1.1</td>
<td>RET-INO-3005-1.1</td>
<td>RET-INO-4005-1.1</td>
<td>RET-INO-5005-1.1</td>
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<tr>
<td>Execute and standardise work improvement processes and report issues of service quality using standard organisational processes and timeframes</td>
<td>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</td>
<td>Communicate work improvement processes to employees and ensure changed processes conform to legal requirements, organisational policies and sustainability principles</td>
<td>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</td>
<td>Evaluate strategic and longer-term impacts of change and improvement processes and establish financial and non-financial performance measures and organisations or specific projects</td>
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**Knowledge**

- 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
- 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
- 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
- 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
- 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**

- Perform process improvement activities
- Collect information and data to support process improvement activities
- Document implemented changes in the work processes in accordance
- 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 changes in the work processes in accordance
- Execute the changes to the processes and resolve issues encountered in accordance with change solicitation processes
- Prepare reports on the outcomes of improvement
- Identify improvement activities associated with concept of process management by using systematic process improvement model to meet the organisational goals
- Identify opportunities to improve processes
- Define the process relationship using suitable process mapping techniques
- Communicate the improved work processes

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<th>with organisational procedures</th>
<th>changes in the work processes in accordance with organisational procedures</th>
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<tbody>
<tr>
<td>• Apply control mechanisms to monitor the progress of work teams</td>
<td>• Perform analysis of the processes for waste or non-value activities to facilitate redesigning the processes in accordance with the process improvement model</td>
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<tr>
<td>• Identify possible work improvement activities at the workplace in accordance with organisational goals</td>
<td>• Apply appropriate means to communicate to the work teams the key performance indicators to be achieved</td>
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<td>• Resolve issues during implementation of improvement activities in accordance with organisational procedures</td>
<td>• Resolve any unmet goals with the work teams in accordance with organisational procedures</td>
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<td>• Apply appropriate means to communicate to the work teams the key performance indicators to be achieved</td>
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<td>• Train work teams to apply continuous process improvement techniques</td>
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<td>• 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</td>
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<td>• Redesign processes using the results of analyses and recommend potential measures to improve the functioning of processes to meet the organisational goals</td>
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<td>• Develop action plans and obtain approval to execute the improvement activities in accordance with organisational procedures</td>
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<td>• Resolve issues arise during implementation of improvement activities in accordance with organisational procedures</td>
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<td>• Determine the key performance indicators for work teams to achieve based on the work improvement activities identified</td>
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<td>• Guide process redesign using the results of the analysis and recommend potential measures to improve the functioning of processes</td>
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<td>• Standardise the redesigned processes to make changes stay permanently by proper documentation and training in accordance with organisational procedures</td>
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<td>• Train relevant stakeholders in accordance with organisational procedures</td>
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