## SKILLS FRAMEWORK FOR RETAIL

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

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Planning and Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Business Operational Planning</td>
</tr>
</tbody>
</table>

### TSC Description

Translate organisational vision, mission and values into business operational plans as well as to review outcomes for continuous improvements

<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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RET-PNI-3001-1.1</td>
<td>RET-PNI-4001-1.1</td>
<td>RET-PNI-5001-1.1</td>
<td>RET-PNI-6001-1.1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Assess own job scope, roles and responsibilities, execute day-to-day operational activities according to defined standards and report status progress updates to relevant stakeholders**

**Adapt, translate and execute day-to-day operational plans within own area of work, monitor and review outcomes of business plan implementation to provide corrective measures and recommend improvement efforts**

**Facilitate the implementation of operational planning, attain buy-ins from stakeholders across the organisation and ensure necessary resources are available to execute operational systems and processes**

**Lead business operational plans through consultation with key stakeholders taking into consideration financial, human and physical resources within the organisation**

### Knowledge

- Linkage between business processes and organisational policies, practices and procedures
- Purposes of Key Performance Indicators (KPIs) within the organisation
- Performance systems and processes in the organisation
- Different tiers of systems and processes within the organisation
- Tools and methodologies to review systems and processes
- Linkage between business processes and organisational policies, practices and procedures
- Key functional areas within the organisation
- Organisational, planning and time management techniques
- Models and methods of business operational plans
- Role of an operational plan in achieving the organisation’s objectives
- Business environment and its relevant impact on the organisation’s operational planning
- Legislative and regulatory context relevant to operational planning
- Organisation’s policies, practices and procedures that impact operations planning
- Strategic objectives of the organisation
- Performance drivers of the organisation
- Objectives of strategic plans
- Strategic risks

### Abilities

- Identify business processes for execution to align with organisational policies, practices and procedures
- Identify and assess own job scope, roles and responsibilities to support relevant strategic and operational plans
- Identify and carry out actions and behaviours to support organisational vision, mission and values
- Manage systems and processes of operational plans to meet organisational guidelines and policies
- Review and evaluate systems and processes in accordance with organisational policies to identify areas for improvement
- Develop and establish solutions to gaps and areas of improvement to further enhance
- Establish operational plans for the business functions
- Review background of critical business functions of the organisation to determine functional objectives in relation to specific time horizons
- Develop operational plans to support achievement of organisational and business function strategies
- Set key performance
- Identify strategic needs of organisation to enhance organisational performance
- Set organisational directions, goals and targets to contribute to organisational strategies
- Facilitate alignment of organisational strategies and targets with organisational vision, mission and values to support achievement of strategic needs of the organisation

©SkillsFuture Singapore
Effective date: August 2017, Version 1.1
Page 1 of 2
<table>
<thead>
<tr>
<th>Monitor and report status progress to relevant stakeholders for review</th>
<th>Organisational systems and processes</th>
<th>Indicators to assess operational plans</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review business processes to identify areas for improvement</td>
<td>Adhere to organisational code of conduct, values and ethics when managing and reviewing systems and processes to ensure continued efficiency of organisational business processes</td>
<td>Report operational plans to relevant stakeholders for endorsement purposes</td>
<td>Review and refine organisational strategies and targets for endorsement purposes</td>
</tr>
<tr>
<td>Make adaptations to operational plans to support achievement of organisational and business function strategies</td>
<td>Study past operational plans to ascertain best practices to include in current plans</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

©SkillsFuture Singapore
Effective date: August 2017, Version 1.1