

COMPETENCY FRAMEWORK

for Trade Associations and Chambers

"You are close to the companies, and understand the needs of your industries well. You support Small and Medium Enterprises to overcome the limitations of size by working together, and doing things that would otherwise be difficult for a single company to do alone."

- **Lee Hsien Loong**, *Prime Minister*
November 2017

FOREWORD

Trade Associations and Chambers (TACs) have always played a key role in supporting the business needs of our companies. Given the continued headwinds from the COVID-19 pandemic, and the opportunities presented by technology, TACs will be called upon to do even more, to help member firms digitalise, internationalise and raise enterprise and workforce capabilities. To do this well, TACs themselves will need to continue to innovate and upskill.

I am heartened by the development of the Competency Framework for Trade Associations and Chambers (CFTAC). It provides timely and relevant guidance to TACs on their skills development journey. This initiative was spearheaded by the Singapore Chinese Chamber of Commerce & Industry (SCCCI), with support from the Singapore Business Federation (SBF), Enterprise Singapore (ESG) and SkillsFuture Singapore (SSG), and in consultation with other TACs. Closely aligned to SSG's national Skills Framework, the CFTAC charts out 22 job roles across seven functional tracks. It identifies existing gaps and required skills, taking into consideration emerging sectoral trends. It also lays out career pathways as well as the needed technical skills and competencies, and Critical Core Skills to perform critical work functions, in addition to charting the vertical and lateral career advancement routes to retain and develop staff.

The CFTAC is a crucial first step in enabling our TACs to attract and retain talent, and to support their staff's journey in attaining skills mastery. I applaud the SCCCI and its partner TACs in taking this important step. Commitment to invest in our people will enable us as businesses and workers to face a rapidly changing business environment with confidence.

Ms Gan Siow Huang

Minister of State, Ministry of Education & Ministry of Manpower

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PROJECT OVERVIEW

CHAPTER 1

TACs IN TODAY'S CONTEXT

As companies continue to face industrial headwinds, there is now a stronger need for Trade Associations and Chambers (TACs) to play a vital role in helping these companies to overcome challenges and grow, hence driving the need for TACs to take a deeper look at their roles, operating model and association workforce capabilities.





PM Lee underlined the important role that TACs in Singapore play during launch of the Trade Association Hub (TA Hub)

The TACs are important players in our journey to upgrade our economy, grow our companies, and create better jobs for Singaporeans.


– **Lee Hsien Loong**, *Prime Minister*
November 2017



Budget 2020: Enterprise Singapore launches 2 programmes to support trade and merchant associations

Within each industry, we need to strengthen partnerships to deepen industry-wide capabilities. Even as our enterprises compete to differentiate themselves, they must come together to solve common challenges.

– **Heng Swee Keat**, *Deputy Prime Minister and Finance Minister* February 2020



Budget Debate: New Framework being planned to upgrade Trade Associations and Chambers, says Low Yen Ling

Upgrading the TACs will be an important plank for the Government's strategy to uplift Small and Medium Enterprises (SMEs) from the depths of the coronavirus crisis.

– **Low Yen Ling**, *Minister of State for Trade and Industry* March 2021



To better understand the Trade Associations and Chambers (TAC) sector and help them grow, the Singapore Chinese Chamber of Commerce & Industry (SCCCI), in collaboration with Enterprise Singapore (ESG) and SkillsFuture Singapore (SSG), commissioned Ernst & Young to develop a **Growth Model** and **Competency Framework** for the TAC sector.

GROWTH MODEL

The Growth Model (GM) serves as a reference for TACs to consider key factors and parameters of how they can grow their business of tomorrow. To make implementation easier, a Toolkit has been developed to allow TACs to self-assess and develop action plans for the future.

The Growth Model (GM) Toolkit comprises of the following:

- **6 Growth Drivers** including People, Member, Technology, Finance, Strategy Planning & Operations and Risk
- **3 Growth Stages** including Basic, Developing and Leading
- **Assessment Framework** detailing self-assessment questions for organisations to utilise
- **Action Plans** detailing how organisations can transform from one growth stage to the next across the 6 growth drivers

COMPETENCY FRAMEWORK

The Competency Framework (CF) for TACs was developed with the aim of building a future-ready and competitive workforce equipped with the right skills and competencies to thrive in a constantly evolving environment.

It serves as a reference for the TAC sector, providing clarity on the sector knowledge framework, career pathways, occupations/job roles, as well as existing and emerging skills required for these occupations/job roles.

In addition, it can be leveraged as a tool for Career Development and enable individuals and employers to undertake learning and development to prepare each TAC executive for their new roles.

The Competency Framework (CF) comprises of the following:

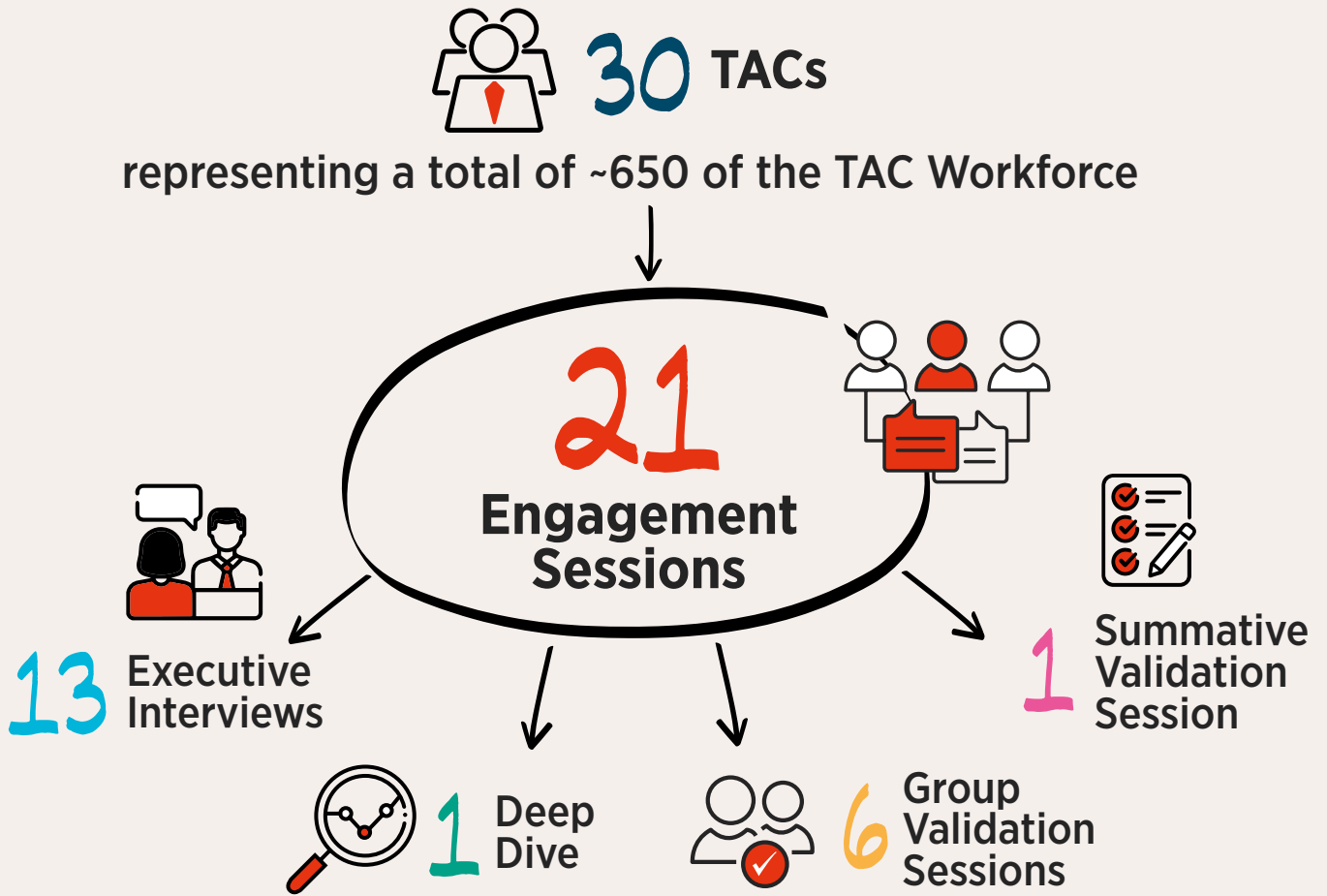
- Career Pathways detailing the 7 functional tracks within the TAC sector
- Skills Maps detailing roles and responsibilities, skills and competencies for each job role
- Skills and Competencies detailing knowledge and ability items

Methodology

The Growth Model and Competency Framework were developed in consultation with the TAC industry over a period of 32 weeks from November 2020 to June 2021.

The design and validation of the Growth Model and Competency Framework comprises:

- a. Studying the growth journey of TACs
- b. Benchmarking study with non-profit organisations
- c. Career Pathways for TAC Sector
- d. Emerging trends that impact the TAC Sector in Singapore

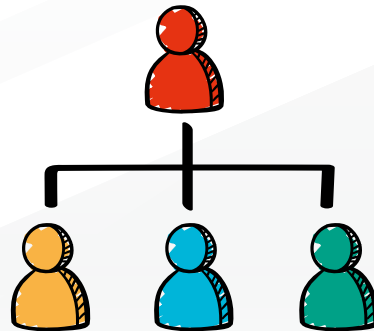


PARTICIPATING TACS



TRADE ASSOCIATIONS AND CHAMBERS (TACS): STRUCTURE AND ROLES

CHAPTER 2



Before exploring the Competency Framework and how it applies to the TAC sector, it is vital to first understand the structure and roles of TACs.

WHAT IS A TAC?

A TAC is an organisation representing the collective interests of its members in a particular business, industry, or trade sector. Therefore, members are the key composition of a TAC with an executive committee of volunteers serving as its leaders. A full-time secretariat, if available, will take on executing the day-to-day functions to serve the needs of its members.

STRUCTURE OF A TAC

In Singapore, a TAC is generally made up of 4 distinct groups

- Executive Committee (Exco)/Council/Board of Directors
- Secretariat
- Patron
- Members

Each of these groups have their own set of roles and responsibilities which contribute to the workings of a TAC.



Executive Committee (Exco)/Council/Board of Directors

The Exco/Council/Board of Directors is responsible for setting the overall strategic direction and priorities of the TAC, working closely with the Executive Director/Chief Executive Officer/Secretary-General in establishing the organisation goals, strategies and policies to ensure the maintenance of good governance practices. Made up of volunteers who are business leaders and C Suites of a particular industry, the Exco is also able to provide its TAC the necessary networks and connections.



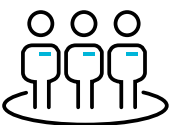
Secretariat

The Secretariat takes on the executive function and supports the Exco in implementing the organisation strategy and operational plans. The Secretariat is responsible for overseeing the governance of the TAC in accordance to the Societies Act and Societies Regulation and relevant laws. Typical functions of the Secretariat include (but not limited to) Membership, Branding, Marketing & Communications, Capability Building, Industry Development and Internationalisation.



Patron

A TAC may sometimes appoint a person of good stature or repute as the Patron or Advisor. The primary role of the Patron is to provide advice, lend credibility and support in driving industry initiatives or transformation. He/She is usually a leading figure known either to the general public or a specific industry that the TAC represents.



Members

Members form an important piece of a TAC which typically comprises of companies and individuals related to the industry, ancillary service providers, and related associations/ Government representatives. A most common motivation of members joining a TAC is to establish networks with other players or like-minded individuals in the same or similar ecosystem. With the combined resources of the members, the TAC can use them to advocate the needs of the members and lobby for more favorable regulations.

ROLES OF A TAC

ADVOCACY



- Advocate and represent members' needs and interests through relevant platforms and engagement with relevant ministries and government agencies
- Serve as a liaison between the Government and members to advocate and communicate needs and interests effectively
- Engage with the Government to understand the government policies and plans for the industry in order to educate the members and achieve alignment with the government in terms of industry plans and support
- Drive brand advocacy by creating awareness and uplifting the image of the TAC and the sector

COLLABORATION



- Strengthen partnerships and collaborations with others to achieve common goals that are beneficial to the industry
- Partner with Government to drive industry policies and initiatives
- Drive collaboration with industry players to implement standards and best practices to uplift professionalism of the trade
- Develop strategic alliances with others to yield better value for money/economies of scale through pooling of resources

INNOVATION



- Drive industry development and capture new growth opportunities for the industry and members
- Through industry initiatives and education, drive the innovation mindset and adoption of technology among members to enhance enterprise capabilities, productivity and product/service innovation
- Leverage on global platforms to deepen market presence, expand global footprints and enhance branding, marketing and communications opportunities

CHAPTER 3

FUNCTIONAL TRACKS AND CAREER PATHWAYS



FUNCTIONAL TRACKS IN THE TAC SECRETARIAT

As we have seen from Chapter 7 of The TARGET* book, the functions of a TAC Secretariat have become increasingly important as:

- the Secretariat team needs to implement the Executive Council's policies and strategies;
- the Secretariat team needs to provide more value to members and deepen stakeholder engagement; and
- Overseas TACs have shown that the Secretariat has functions which are separate from the Executive Council and could include financial stability, training of association personnel and research & publication.

Through the engagements with TACs across Singapore in the development of the Growth Model, it has been validated that a TAC would typically have the 7 functions as illustrated below.

Understanding whether they are internal or external functions would allow TACs to understand the impacts they have on the organisation (internal) and its members (external), and therefore better determine the areas to focus and build on.

Internal Functions

The Strategy & Governance Track

- Works closely with the Council/Board on the establishment of organisation strategies and priorities based on trends and changes in the macro-environment impacting the industry
- Enforces Corporate Governance policies to ensure that the TAC's operations are in compliance with governing regulations
- Oversees the corporate planning functions (Secretariat): Board Meetings, AGM, Committee Meetings, Annual Budgets/Reports, Governance and Disclosures

[excluded in this framework] typically also houses other operational support functions such as HR, Finance, IT, Payroll etc.



01 Strategy & Governance

The Membership Track

- Focuses on attracting, recruiting and retaining members through regular member engagement and organisation of membership events
- Executes membership events (e.g. recruitment drives, member orientation, etc.)
- Manages member sponsorships and partnerships for events
- Administers membership fee collection
- Maintains member database
- Advocates members' needs and interests, as well as to disseminate and educate members on government policies to achieve alignment from both parties



02 Membership

The Branding, Marketing & Communications Track

- Focuses on driving internal and external communications and marketing campaigns for the TAC
- Develops and disseminates publications and articles for the TAC
- Manages media channels (including Social Media and Digital Marketing channels) and content
- Develops brand story of the TAC to drive brand awareness and uplift image



03 Branding, Marketing & Communications

* Trade Associations Refresh: Growing, Enabling, Transforming (TARGET) book in 2022 was developed concurrently to serve as a reference for TACs to consider key factors and parameters of how they can grow their business of tomorrow.

External Functions

The Industry Development Track

- Focuses on collaborating with key government agencies and other organisations to drive industry development and transformation
- Represents members' needs at relevant platforms
- Executes local industry events and programmes (e.g. industry trade fairs, sharing of industry best practices, advocacy efforts, sharing of industry success stories, etc.)
- Manages partnerships with key service providers (e.g. consultants, lawyers, banks, engaging Grassroots and IHLs, etc.) during the process of executing industry-level initiatives



04 Industry Development

The Capability Building Track

- Focuses on collaborating with external agencies, organisations and training providers to develop and/or deliver training programmes to members to upskill capabilities
- Assesses the learning needs of members and advise on skills needed based on latest industry environment and trends
- Identifies key learning outcomes to achieve for members
- Identifies specific training programmes to reconcile member skills gaps between learning needs versus outcomes



05 Capability Building

The Internationalisation Track

- Focuses on establishing and managing business partnerships and liaising with overseas entities and government agencies to achieve successful business matching opportunities with international partners
- Helps member companies expanding overseas to understand international business landscapes and regulations
- Manages foreign delegates programmes/ events
- Helps to disseminate information on the TAC's mission, ongoing activities and advocacy efforts, etc. on various international platforms and forums
- Executes internationalisation events (e.g. international business missions, overseas trips for members to establish global business networks, etc.)



06 Internationalisation

The Research Track

- Performs research, data collection and analysis on market trends to keep abreast with the industry landscape in order to provide valuable insights to the members
- Communicates and disseminates research findings to relevant government agencies and stakeholders
- Works with the Branding, Marketing and Communications team to incorporate research findings into articles, publications and thought leadership



07 Research

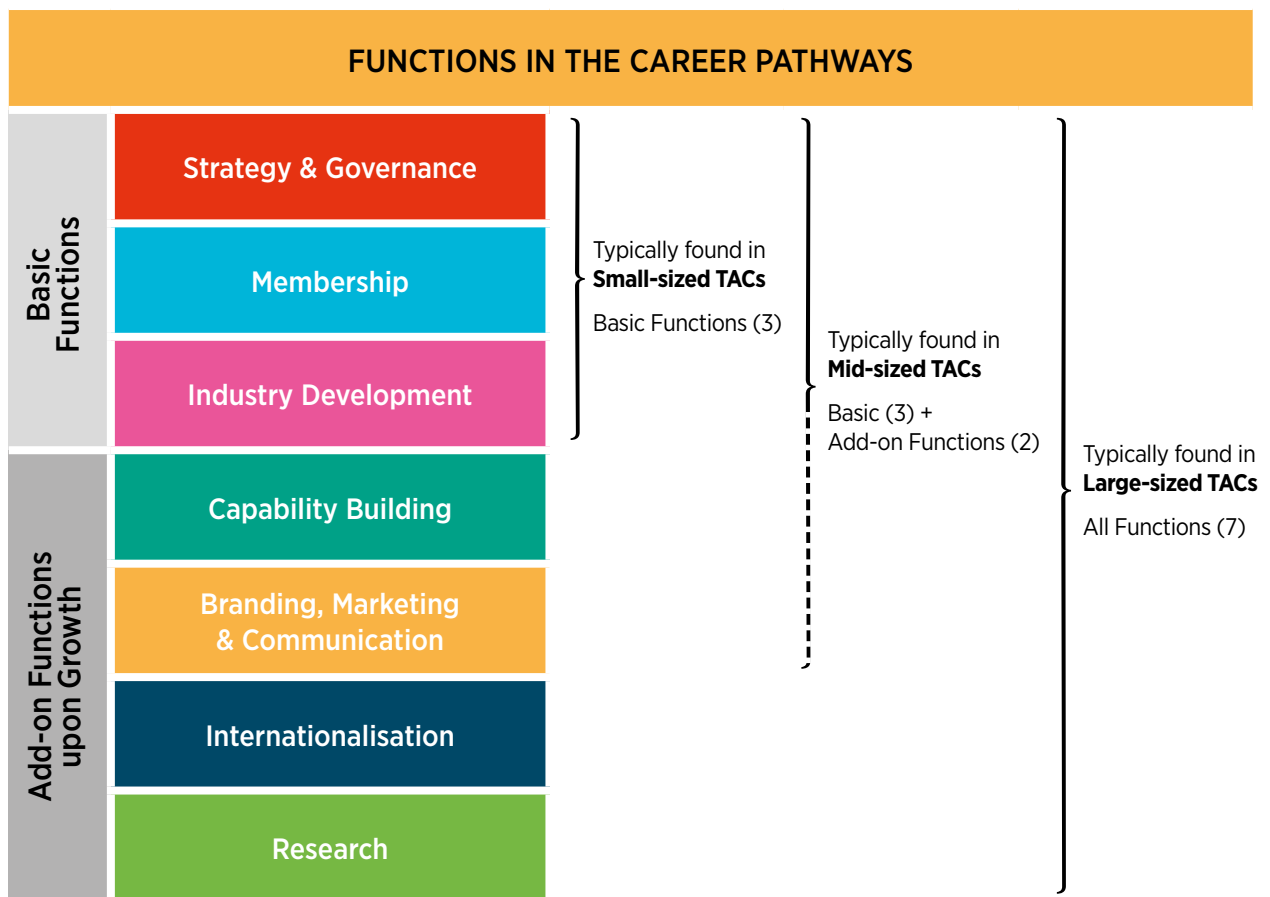
CAREER PATHWAYS WITHIN THE TAC SECTOR

The Career Pathways for the TAC sector were developed with reference to the landscape scan conducted of the sector and validated with industry participants across multiple validation sessions. They are intended to be a career overview of the entire TAC sector and illustrate how the occupations/job roles in the sector are structured progressively based on sector norm. From the Career Pathways, users can identify vertical and lateral advancement opportunities.

Career Pathways are intended to reflect a potential structure that may be found in an organisation, with the number of job roles identified per function as an ideal. It is recognised that within small-sized TACs where there is limited headcount, there may not be as silo-ed operations as dictated within the Career Pathways. They are not intended to be a representation of organisational structure or reporting lines.

There are a total of 7 Functional Tracks in the Career Pathways. Depending on the TAC's growth stage, size, strategic goals and priorities, the organisation may only utilise a few of the functional tracks. Three versions of the Career Pathways have been developed, catered to TACs of various sizes and growth stages. In utilising the career pathways, organisations should customise it according to their business needs.

Below illustrates the potential set-up of TACs across sizes:

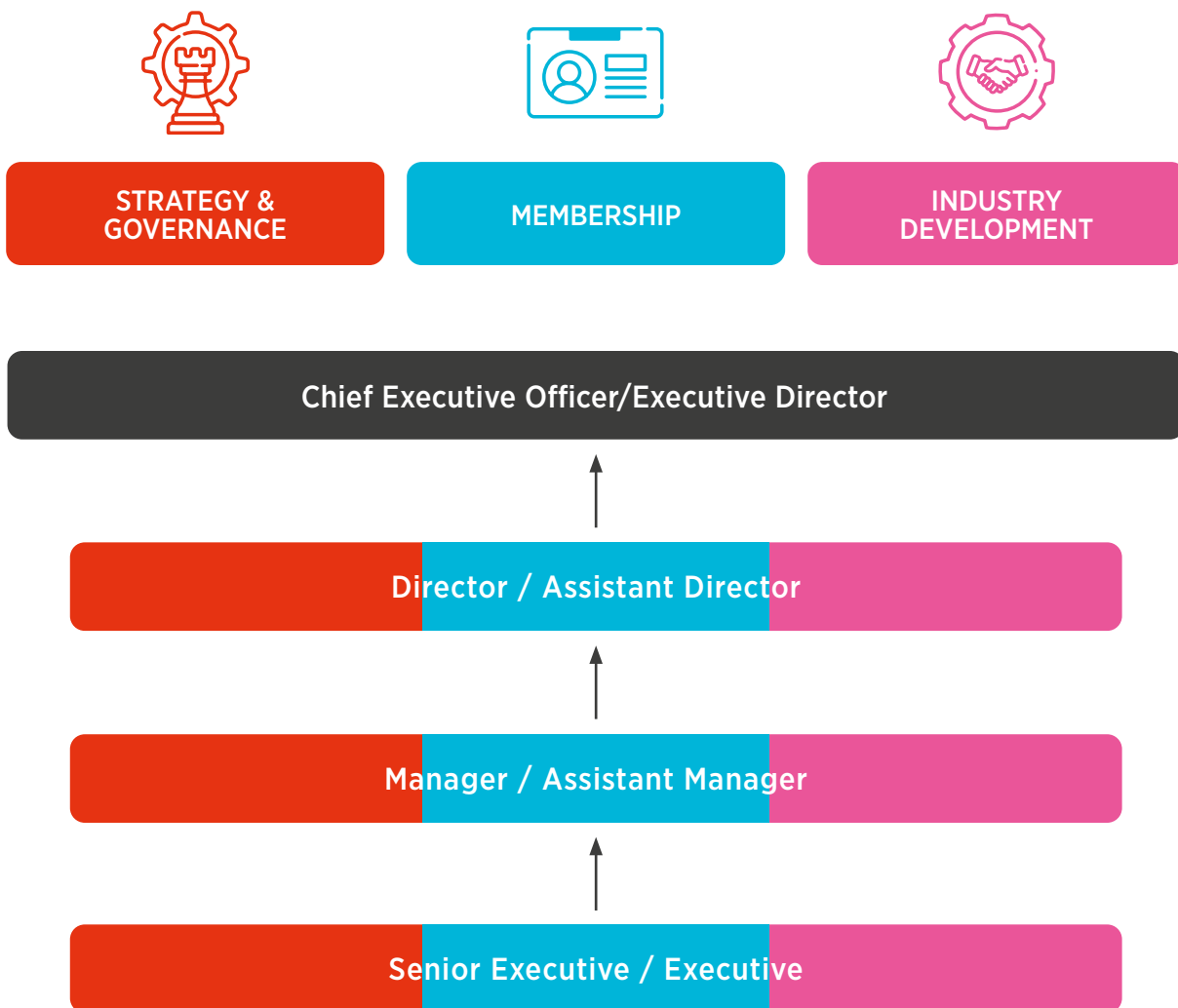


CAREER PATHWAYS

SMALL-SIZED TACs

The Career Pathways are representations of typical career pathways observed in small-sized TACs. These TACs have a headcount of approximately 3-5 FTEs and typically have three main functions: Strategy & Governance, Membership and Industry Development.

Across these functions, the roles and responsibilities are typically not clearly delineated or structured. Employees within the organisation may find themselves performing work across functions i.e. across both Membership and Industry Development.



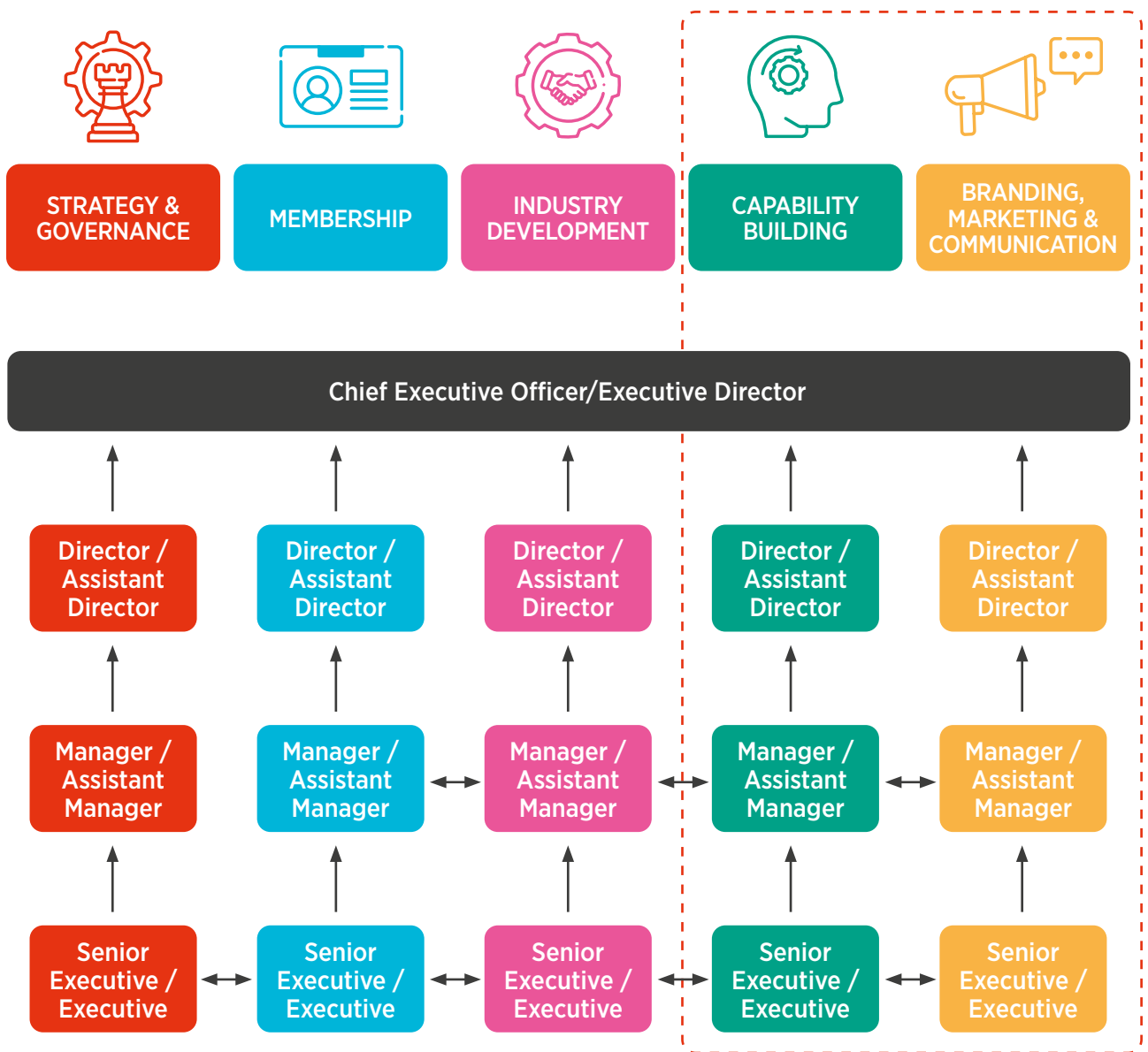
LEGEND: ↑ Vertical movements between job roles

CAREER PATHWAYS

MID-SIZED TACs

The Career Pathways are representations of typical career pathways observed in mid-sized TACs. These TACs have a headcount of approximately 10-30 FTEs and typically have three main functions: Strategy & Governance, Membership and Industry Development. Additional functions of Capability Building and Branding, Marketing & Communications may be present within the organisation.

Across these functions, the roles and responsibilities are typically clearly delineated or structured. TACs may have dedicated resources to a function rather than employees holding multiple functional portfolios.

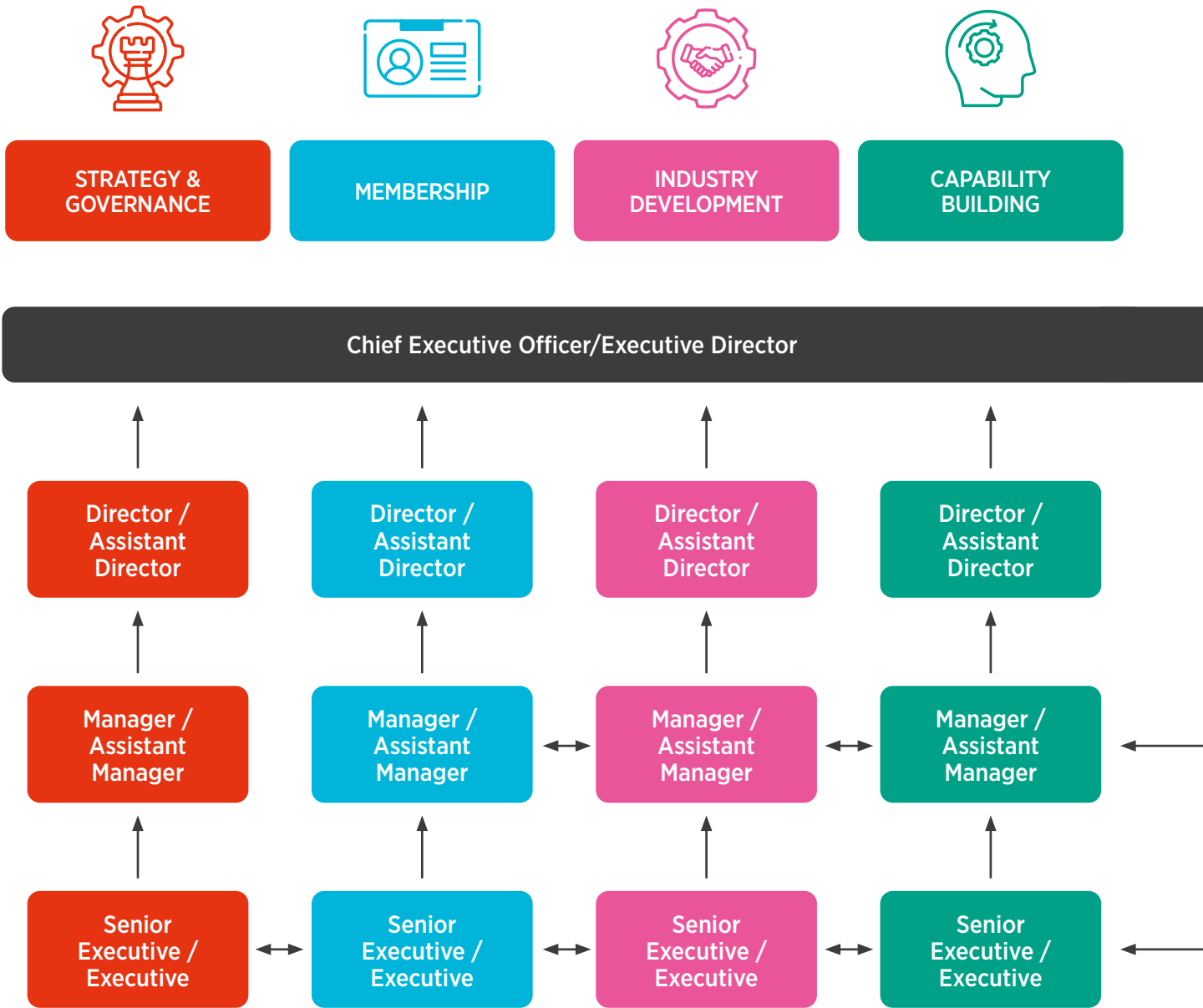


LEGEND:

↑ Vertical movements between job roles → Lateral movements between job roles [Dashed Red Box] Additional functions for consideration

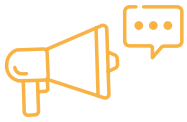
CAREER PATHWAYS

LARGE-SIZED TACs



LEGEND:

↑ Vertical movements between job roles → Lateral movements between job roles

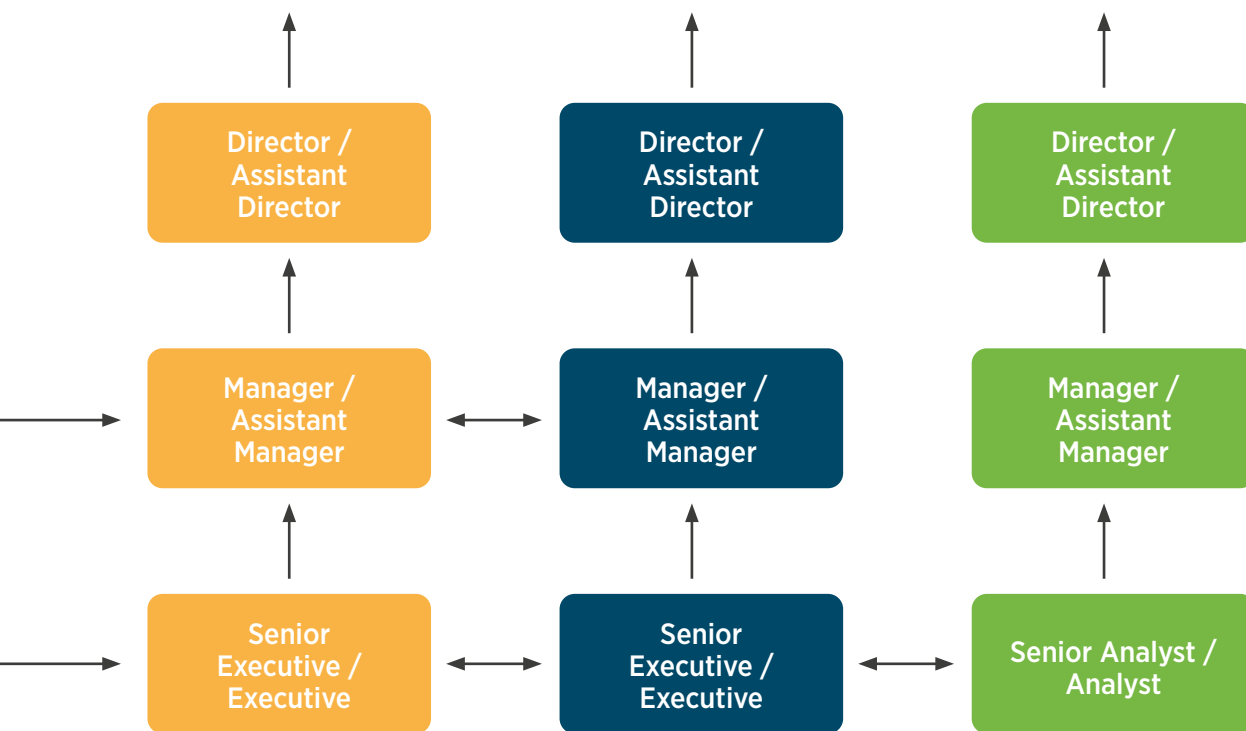


BRANDING, MARKETING
& COMMUNICATION

INTERNATIONALISATION

RESEARCH

Chief Executive Officer/Executive Director



CAREER OPPORTUNITIES WITHIN THE TAC SECTOR

With the explanation of Functional Tracks and Career Pathways, working in the TAC sector is exciting and offers limitless career opportunities in varied fields from strategy to research. In other words, the TAC sector could potentially attract the following groups of people:

Fresh Graduates Wanting to Know More About Industries

The Functional Tracks provide sufficient breadth and depth for a young graduate to learn not just about the industries represented by TACs, but also get to know key companies and markets. One could excel in the TAC sector by moving across different industries while continuing to deepen skills in one functional track. Alternatively, one could explore various functional tracks while staying within industries of similar nature.

Experts in Various Functional Tracks

TAC sector offers an opportunity for the professionals or specialists to share their expertise through a job stint or a mid-career switch. TAC sector certainly could benefit from those with marketing, training and research backgrounds.

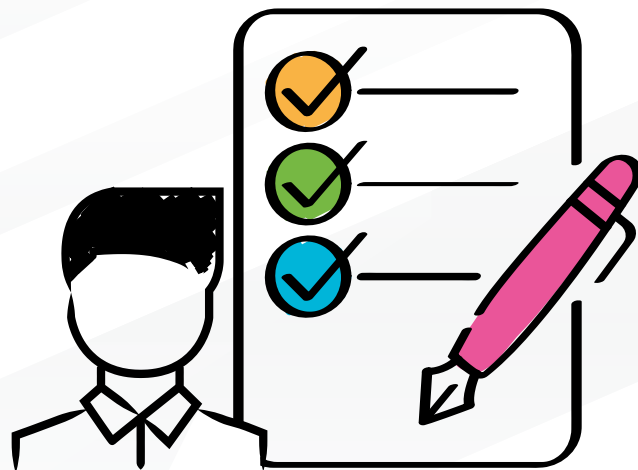
General Management

TAC sector also provides a popular career move for successful functional managers when it comes to long-term career opportunities. The Career Pathways offer a refreshing perspective on the work that TACs perform, hence allowing experienced managers to further contribute their talents and experiences.



SKILLS MAPS: COMPETENCIES AND SKILLS

CHAPTER 4



SKILLS MAPS FOR THE 7 FUNCTIONAL TRACKS

From the Career Pathways, a total of 22 skills maps were identified for the sector as shown in the table below. 5 Skills Maps would be specially featured in Chapter 5 to allow readers to gain a better understanding of the functions, tasks and skills needed.

22 Skills Maps in the TAC sector

SKILLS MAPS		
Chief Executive Officer/Executive Director		
Strategy & Governance	Senior Executive/Executive, Strategy & Governance	Refer to Appendix A
	Manager/Assistant Manager, Strategy & Governance	
	Director/Assistant Director, Strategy & Governance	
Membership	Senior Executive/Executive, Membership	Refer to Chapter 5, page 27
	Manager/Assistant Manager, Membership	
	Director/Assistant Director, Membership	
Branding, Marketing & Communications	Senior Executive/Executive, Branding, Marketing & Communications	Refer to Appendix A
	Manager/Assistant Manager, Branding, Marketing & Communications	Refer to Chapter 5, page 30
	Director/Assistant Director, Branding, Marketing & Communications	
Industry Development	Senior Executive/Executive, Industry Development	Refer to Appendix A
	Manager/Assistant Manager, Industry Development	
	Director/Assistant Director, Industry Development	Refer to Chapter 5, page 33
Capability Building	Senior Executive/Executive, Capability Building	Refer to Appendix A
	Manager/Assistant Manager, Capability Building	
	Director/Assistant Director, Capability Building	Refer to Chapter 5, page 36
Internationalisation	Senior Executive/Executive, Internationalisation	Refer to Appendix A
	Manager/Assistant Manager, Internationalisation	Refer to Chapter 5, page 39
	Director/Assistant Director, Internationalisation	
Research	Senior Analyst/Analyst, Research	Refer to Appendix A
	Manager/Assistant Manager, Research	
	Director/Assistant Director, Research	

The purpose of the Skills Maps is to profile the job role description, and to provide a one-stop information on the Critical Work Functions (CWFs), Key Tasks (KTs), Technical Skill and Competencies (TSCs) and Critical Core Skills (CCSs).

The Skills Maps detail for each job role the Track and Occupation that the job role is categorised under. The Skills Maps also detail the job description of the job role, as well as the CWFs and KT of the role. Each job role also has TSCs and CCSs tagged to each job role, with the corresponding proficiency levels. The Skills Maps were developed in consultation to industry knowledge and international frameworks.

The illustration below shows the different parts of a Skills Map:

Job Role Description

The Job Role Descriptions outline the Critical Work Functions of the job and the attributes required of the job role holder to perform the job.

Critical Work Functions

The Critical Work Functions depict the broad duties and accountabilities of the job.

Key Tasks

The Key Tasks are customised to the job role, depicting the roles and responsibilities of the job role.

Technical Skills and Competencies

The Technical Skills and Competencies comprise occupation/job-specific knowledge, skills and abilities that a person needs to have to perform the various tasks.

Critical Core Skills

The Critical Core Skills are employability/transferable skills and competencies. They were previously known as Generic Skills and Competencies.

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK
SKILLS MAP - STRATEGY & GOVERNANCE DIRECTOR/ASSISTANT DIRECTOR

Sector Trade Associations and Chambers
Track Strategy & Governance
Occupation Director/Assistant Director

Director/Assistant Director

Job Role Description

The Strategy & Governance Director/Assistant Director is responsible for the organisation's overall strategy and governance policies. He/She manages organisational risks and ensures that the organisation is compliant with governance policies. He works closely with the Executive Committee/Council/Board in formulating strategies and assessing new growth opportunities to drive long-term sustainability of the organisation. He oversees the planning of board and management meetings, presents reports to management and drives organisational budgeting plans.

The Strategy & Governance Director/Assistant Director is analytical, risk averse, and strategically oriented. He is able to make calculated risk-related decisions and communicate effectively with the Executive Committee/Council/Board and relevant stakeholders.

Critical Work Functions	Key Tasks
<p>Establish organisation strategies and plans</p>	<ul style="list-style-type: none"> Evaluate market intelligence on challenges and needs faced by the industry to inform organisation strategies and priorities Work closely with the Executive Committee/Council/Board to develop organisation strategies and priorities based on trends and changes in the macro-environment impacting the industry Develop key projects and workplans in achieving the organisation goals and objectives Review organisational performance against plans to recognise achievements Assess new growth opportunities to drive long-term sustainability of the organisation
<p>Drive corporate governance and risk management</p>	<ul style="list-style-type: none"> Develop corporate governance and risk management policies, procedures and guidelines based upon organisation strategy Oversee and ensure organisational compliance to the Constitution and regulatory requirements and legislation Keep abreast of changes in compliance requirements and ensure changes to policies and procedures are communicated to the organisation
<p>Perform corporate planning functions</p>	<ul style="list-style-type: none"> Oversee the planning, preparation and coordination of the annual general meeting (AGM), board meetings and committee meetings Present reports to management Drive organisational budget planning in consultation with stakeholders Provide executive support to the Executive Committee/Council/Board Maintain strong relationships with strategic partners and key stakeholders

Technical Skills and Competencies

Business Continuity Planning	Level 5	Legal Compliance Management	Level 5
Corporate Governance	Level 5	Organisation and Board Relationship	Level 6
Data Governance	Level 5	Stakeholder Management	Level 5
Disruption Management	Level 5	Strategy Implementation	Level 5
Effective Board Member	Level 6	Strategy Planning	Level 6
Financial Management	Level 4	Vision Leadership	Level 5
Internal Controls	Level 5		

Critical Core Skills

Developing People	Advanced	Global Perspective	Advanced
Problem Solving	Advanced	Communication	Advanced
Sense-Making	Advanced		

Competency Defined

A competency refers to an individual’s ability to successfully perform in a job fundamental to the organisation’s strategies in place. Every job requires the capability to apply specific sets of competencies in areas of knowledge, skills and abilities in order to perform efficiently and effectively. Competency here also includes self-knowledge, personal integrity, understanding and respecting others in order to achieve a common goal. A collection of competencies are the basis for measurement criteria on employee performance.

In a leadership role, one is expected to have the drive and ability to champion the vision of the organisation. The leader must be able to provide clear direction and motivate others towards the vision.

The Skills and Competencies identified for each of the Skills Maps fall under two broad classifications: (i) Technical Skills and Competencies (TSCs), and (ii) Critical Core Skills (CCSs).

Technical Skills and Competencies (TSCs) for TAC Sector

Technical Skills and Competencies comprise of occupation/job-specific knowledge, skills and abilities that a person needs to have to perform the various tasks. TSCs summarise the performance expectations of the skills and comprise both occupational/job and personal domains of the skill for holistic development.

Input was sought from existing local and overseas competency frameworks and industry practitioners to identify existing and emerging skills, and to capture these skills within the TSCs. TSCs were developed with reference to the landscape scan conducted of the sector, and a total of 65 TSCs¹ were identified for the TAC sector.

Participating Trade Associations were asked to identify the top 5 TSCs to support prioritisation for recruitment, training and development purposes for each functional track. The list of top 5 TSCs per functional track is depicted below².

Strategy & Governance	Membership	Branding, Marketing & Communications	Industry Development	Capability Building	Internationalisation	Research
Vision Leadership	Customer Acquisition Management	Brand Management	Business Environment Analysis	Learning Needs Analysis	New Export Market Entry Strategy Formulation	Industry Knowledge, Research and Analysis
Strategy Planning	Customer Loyalty and Retention Strategy Formulation	Content Marketing Strategy	Business Relationship Building	Learning and Development Programme Management	Business Opportunities Development	Research Data Analysis
Corporate Governance	Customer Relationship Management Operations	Public Relations Management	Partnership Management	Learning Experience Delivery	Business Negotiation	Research Data Collection and Management
Strategy Implementation	Events Planning and Management	Digital Marketing	Trade Association Advocacy and Representation	Learning Programme Evaluation	Networking	Research Findings Communication
Business Continuity Planning	Sponsorship Management	Social Media Marketing	Emerging Technology	Stakeholder Management	Contract Development and Management	Business Presentation Delivery

¹ Please refer to **Appendix B** for an overview of the Technical Skills and Competencies (TSCs) and the General Descriptors of the TSCs

² Please refer to the Skills Maps for the key TSCs of each functional track

Critical Core Skills (CCSs) for TAC Sector

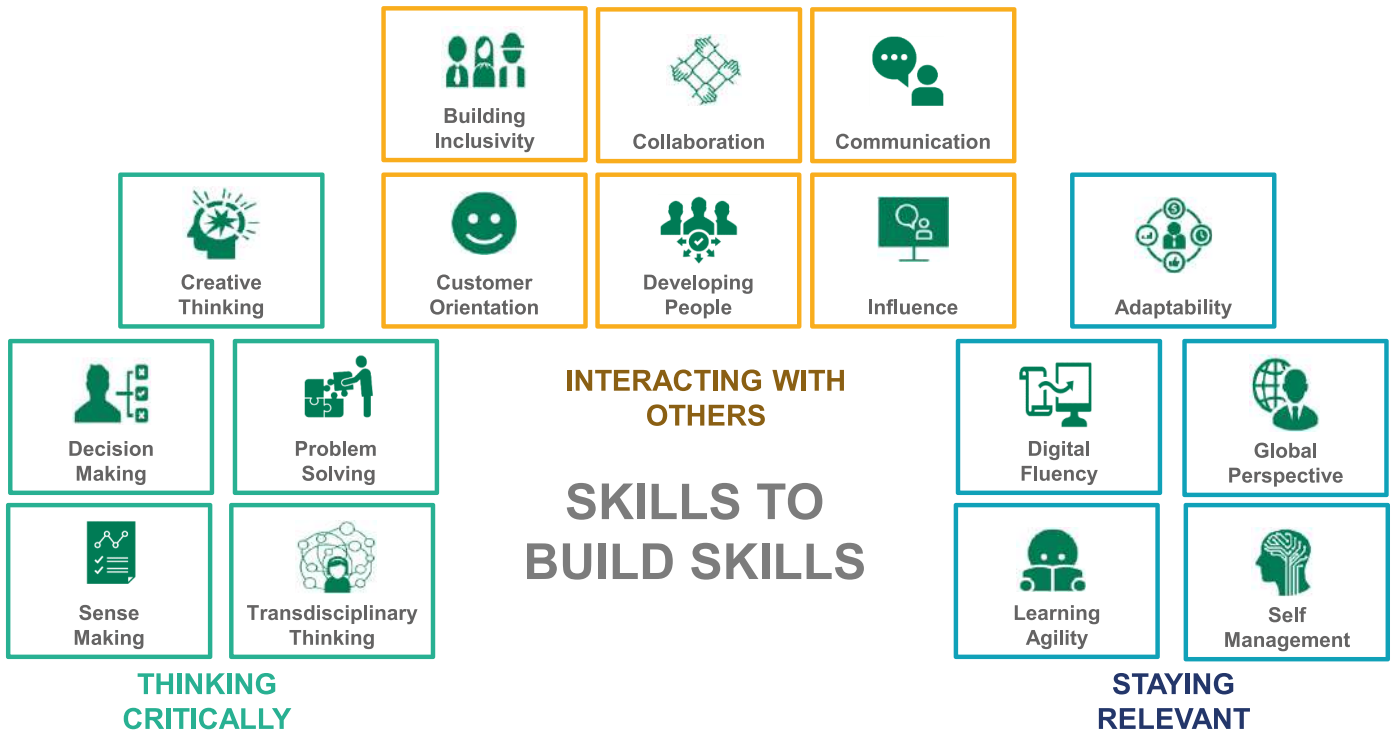
The Critical Core Skills (CCSs) takes reference from SkillsFuture Singapore’s (SSG) existing library of skills. CCSs are common, transferable skills that enable individuals to be employable and employed, facilitate their career mobility, and enable the acquisition of Technical Skills and Competencies (TSCs) relevant for specific job roles in the sector.

A total of sixteen (16) competencies³ were grouped into three (3) clusters of skills that workplaces deem most essential. They are:

- **Thinking Critically** – These are cognitive skills that are needed to think broadly and creatively in order to see connections and opportunities in the midst of change. Cognitive skills are the root of technical skill development and progression.
- **Interacting with Others** – Learning from other people is one of the most effective ways to acquire new skills and ideas. Being effective at interacting with others means thinking about the needs of other people, as well as being able to exchange ideas and build a shared understanding of a problem or situation. Increasingly people need to be able to combine their technical skills with those of others to succeed.
- **Staying Relevant** – Managing oneself effectively and paying close attention to trends impacting work and living provide the strategies, direction and motivation for technical skill development.

The table below shows the groups of different CCSs in the 3 clusters:

Critical Core Skills (CCSs)



Source: SkillsFuture Singapore

³ Please refer to Appendix C for an overview of Critical Core Skills (CCSs) and for the CCS Proficiency Level Ruler

In the course of validating the Critical Core Skills, participants were invited to rank their top 5 Critical Core Skills. The list of top 5 CCSs per functional track can be found below.

Strategy & Governance	Membership	Branding, Marketing & Communications	Industry Development	Capability Building	Internationalisation	Research
Problem Solving	Communication	Creative Thinking	Collaboration	Developing People	Global Perspective	Sense-Making
Sense-Making	Customer Orientation	Communication	Customer Orientation	Learning Agility	Collaboration	Global Perspective
Global Perspective	Collaboration	Influence	Problem Solving	Adaptability	Customer Orientation	Digital Fluency
Communication	Sense-Making	Customer Orientation	Communication	Communication	Problem Solving	Collaboration
Decision Making	Problem Solving	Adaptability	Sense-Making	Customer Orientation	Communication	Communication

From the selected CCSs shown above, majority of the CCSs fall under the CCSs clusters of “Interacting with Others” with secondary focus on “Thinking Critically”.

The frequencies of CCSs would also be depicted below:

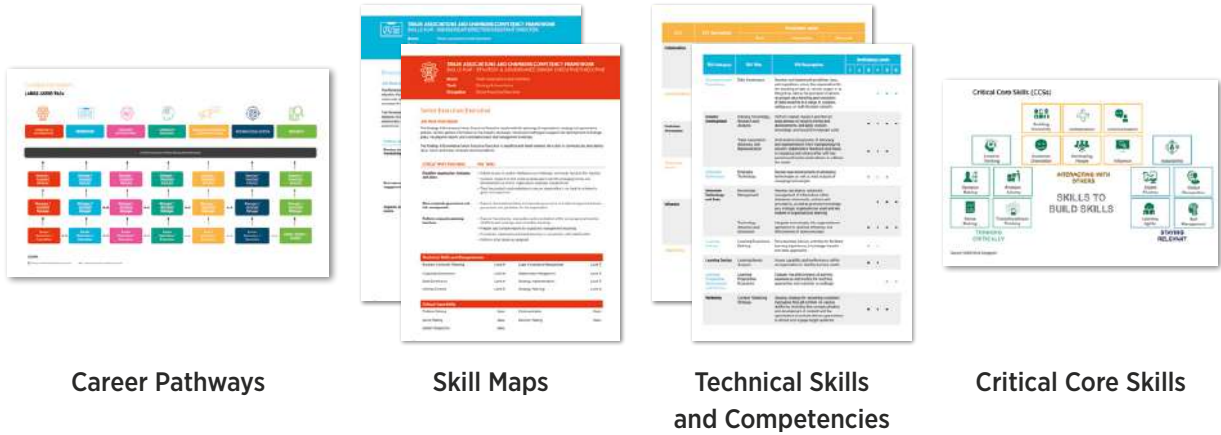


Communications, Customer Orientation, Problem Solving, Sense Making and Collaboration remain the most fundamental and crucial skills required across all functional tracks.

This provides us an insight on the characteristics of the work nature in the TAC sector where TA Executives work together to make sense and solve problems and challenges through effective communications whilst being customer focused. To thrive in the TAC sector, it is crucial to exemplify these skills to adapt to the evolving business landscape and the needs of the TAC members.

THE TAC COMPETENCY FRAMEWORK

The Functional Tracks, Career Pathways as well as Skills Maps incorporating the Technical Skills and Competencies (TSCs) and Critical Core Skills (CCSs) together form the TAC Competency Framework which is illustrated below.



The Competency Framework is intended to provide a reference framework for the TAC sector across 4 key stakeholder groups:

Individuals



To invest in skills training

Employers



To recognise, develop and use skills

Education & Training Providers



To respond effectively to industry needs

Government, Unions & Professional Bodies



To diagnose and address skills gaps

The TACs potentially benefit from the Competency Framework by leveraging on Competency Framework to enhance talent attraction, management and retention through:

- Identifying emerging skills required for the workforce, and consequently build future-ready workforce equipped with the necessary capabilities.
- Developing occupational/job role profiles for their own organisations.
- Developing a comprehensive competency framework and training roadmaps, specific for their own organisation.
- Strengthening organisational capability to develop staff for improved performance.
- Moving towards competency-based procurement and minimise mismatch of proxy for skill.



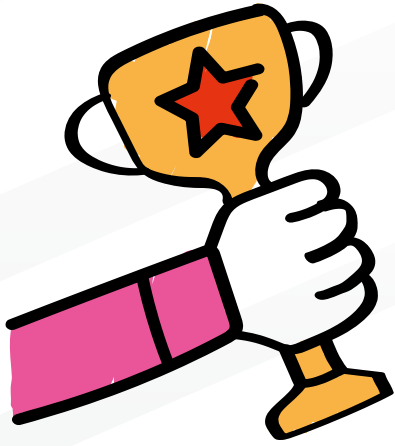
Singapore will embark on establishing the first of its kind competency framework to **upgrade the core capabilities** of trade associations and chambers (TACs) which in turn will **support industry transformation and business growth.**



– **Low Yen Ling**, Minister of State for Trade and Industry, 2021 Budget debate

CHAPTER 5

SUCCESS STORIES



MEMBERSHIP



DIANA MISWAN

Community Engagement & Partnerships Head, (Membership)
Singapore Malay Chamber of Commerce & Industry (SMCCI)

ONE STEP AT A TIME

No stranger to the members of the Malay business community in Singapore, Diana Miswan is an experienced veteran within the TAC membership space. As Head of Community Engagement & Partnerships, Diana currently oversees membership acquisition, retention and enquiry resolution within the Chamber.

However, Diana's seasoned skillsets were a byproduct of her diverse career journey to where she is today. Initially, Diana hailed from an arts background. She began in the makeup industry as a makeup artist for Bobbi Brown. Diana then transitioned to Singapore Airlines, assuming the role of a customer service executive serving high net worth clients of the company, before honing her skillsets in marketing at a private marketing agency.

Despite the diverse nature of her early career trajectory, the various disciplines and roles Diana undertook had empowered her with crucial skills and qualities she considers essential for her current position. Diana shares that each career transition had cumulatively cultivated her strong foundation of patience and empathy, which she leverages upon to connect with the members today.

"I love where I am right now – of all the industries I have been in, this is definitely the most fulfilling", Diana contentedly expresses. She recounts several

memorable moments where SMCCI's members would express their gratitude and appreciation for her work. One account in particular saw a member reaching out to her simply to express her recognition of going the extra mile. "Till today, she never forgets to send me personalised cards during Hari Raya and Christmas," Diana shares, and adds that such seemingly trivial gestures go a long way into reaffirming the purpose behind what she does, making it all the more fulfilling.

As much as Diana cherishes all the delights she enjoys in her role, she is equally cognisant of the many challenges working in the TAC sector. She shares that SMCCI, being a non-profit organisation, is largely governed by financial restrictions. It can be difficult to meet members' needs due to limited capacity and/or capability, and this results in member dissatisfaction, which is not ideal.

Given these challenges, Diana hence emphasises the importance of adopting the mindset of continuous learning. The varying nature of her work entails many encounters with different people presenting a spectrum of new problems to solve. She shares, "The learning doesn't stop. If you are in a single sector, there are certain limits to your learning journey. However, in a TAC, there are endless learning journeys for you. Just take baby-steps, one step at a time, and fulfilment will find you in this career."



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - MEMBERSHIP DIRECTOR/ASSISTANT DIRECTOR

Sector Trade Associations and Chambers

Track Membership

Occupation Director/Assistant Director

Director/Assistant Director

Job Role Description

The Membership Director/Assistant Director assumes overall responsibility in driving member attraction, recruitment and retention. He/she develops membership development and engagement strategies with the support of member research. He works with multiple stakeholders to advocate for member needs and interests to the relevant government agencies. He also oversees the execution and delivery of membership activities and events.

The Membership Director/Assistant Director is highly driven, detail-oriented and strategic in handling all aspects of member relations. He is articulate and has excellent communication and people management skills to develop and maintain strong relationships among various stakeholders. He is able to multi-task and rally his team to deliver excellent membership experiences.

Critical Work Functions

Key Tasks

Develop strategies to drive membership

- Develop member strategies that promote recruitment of new members and retention of existing members based on trends identified
- Develop membership tiers and pricing strategies catered to the different member profiles which are fundamental to both member acquisition and retention
- Collaborate with Branding, Marketing & Communications to develop marketing strategies and campaigns to create awareness and brand recognition

Drive advocacy and member engagement

- Collaborate with stakeholders to advocate member needs and interests through engagement with relevant government authorities
- Oversee engagement with relevant ministries and government agencies to understand the government policies and plans for sharing with the members

Organise and manage membership events

- Review event proposals to management and meet objectives in all stages of activity planning, design and production within time limits and budgets
- Oversee event execution and delivery to ensure events are carried out to expectations
- Resolve all event issues, deviations and participants' enquiries and requests to ensure that event is executed as planned
- Lead negotiation with key vendors to secure service contracts in adherence to event budget
- Rectify contractual and performance issues with existing vendors and suppliers
- Build close relationships with event sponsors, partners, vendors and suppliers for future collaborations
- Review event marketing campaigns and communication plans that are feasible and effective in delivering key messages and meet event communication objectives
- Lead post-event reviews based on performance metrics and post-event feedback to identify areas of improvement

Critical Work Functions

Key Tasks

Manage budget

- Lead the annual budget exercise by delivering the budget for the department, projecting current and future financial needs
- Oversee department's financial budget utilisation against departmental work plans and provide regular updates to management
- Review events budgets to management
- Oversee the reconciliation of events expenditure with events budgets
- Cultivate strong relationships with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Customer Acquisition Management	Level 5	Partnership Management	Level 5
Customer Loyalty and Retention Strategy Formulation	Level 6	Sponsorship Management	Level 5
Customer Relationship Management Operations	Level 5	Stakeholder Management	Level 5
Events Planning and Management	Level 4	Trade Association Advocacy and Representation	Level 4
Networking	Level 5		

Critical Core Skills

Developing People	Advanced	Collaboration	Advanced
Communication	Advanced	Sense-Making	Advanced
Customer Orientation	Advanced		

BRANDING, MARKETING AND COMMUNICATIONS



WONG JIAYI

Manager (Marketing)

Textile and Fashion Federation (TAFF)

BROADENED PERSPECTIVES

Proudly representing the local textile and fashion industry, Wong Jiayi currently holds the position of Manager under the Marketing arm of the Textile and Fashion Federation (TAFF). As part of her work, Jiayi supports the development of local fashion brands and businesses by organising go-to-market initiatives such as online retail marketing campaigns and pop-up events locally and abroad.

Jiayi has always had a strong passion for fashion, despite starting her career in a different sector. Her first job was in a PR agency, where Jiayi began to hone her skills in communications on public platforms. Keen on seeking a role more aligned to her interests, Jiayi then joined a local fashion distributor, undertaking a marketing role, where she would further refine both her industry knowledge and marketing skillsets going forward.

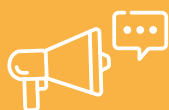
Although her stint in a local fashion distributor proved to be more aligned with her personal interests, Jiayi continued to feel that there was something missing in her career. Her experience with the fashion industry led her to recognise the competitive nature of the sector, whose fast-paced and commercial nature, especially in marketing, was not necessarily in line with the purpose she sought from her work. Instead, Jiayi sought a role that would provide a more impactful and meaningful purpose behind her work, without the expense of forgoing her professional development in the fashion industry.

Having chanced upon a position offered by TAFF, Jiayi found that this was a near-perfect fit aligned to her ambitions. “What motivated me,” she shares,

“was the altruistic cause of TAFF in developing the industry, whilst still allowing me to continue my career development within the fashion industry.” In Jiayi’s current position, she leverages the experience from her prior work stints and applies it to her day-to-day job, working with members as they seek to market local brands on a larger scale, reaching both a local and global audience. Having worked with international brands and marketed on both local and global platforms, Jiayi is able to support businesses in their market expansion marketing plans.

Further, TAFF’s foray into international opportunities has also challenged Jiayi and provided her an avenue to grow. While the pandemic has halted overseas initiatives, Jiayi shares that she has been tasked with conceptualising and executing overseas marketing initiatives, which have pushed the boundaries of her existing skillsets, and proliferated her network within a sector she remains deeply passionate about.

Still, Jiayi notes that while rewarding, work in the TAC sector is equally as challenging. She shares that the sector presents a steep learning curve in terms of understanding the structure, operating model and the multitude of stakeholders and governmental agencies that TACs work with. However, despite these challenges, Jiayi maintains her stance that these do not diminish the value and purpose it brought to her career. She concludes that “through this role, I am able to broaden my perspectives, enhance my professional network and capabilities, and am able to realise the true value I can bring to the fashion community as a whole.”



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - BRANDING, MARKETING AND COMMUNICATIONS MANAGER/ASSISTANT MANAGER

Sector	Trade Associations and Chambers
Track	Branding, Marketing and Communications
Occupation	Manager/Assistant Manager

Manager/Assistant Manager

Job Role Description

The Branding, Marketing & Communications Manager/Assistant Manager manages the organisation's branding and marketing efforts and budget allocation in line with the overall marketing strategy. He/She develops content strategies and manages marketing campaigns from conceptualisation to implementation across all platforms. He facilitates cross-functional collaboration and is responsible for maintaining relationships with vendors and creative agencies. He is also responsible for developing branding strategies and ensuring brand consistency across the organisation's platforms.

The Branding, Marketing & Communications Manager/Assistant Manager is highly innovative, creative and possesses excellent communication skills to engage stakeholders. He has an eye for creativity to identify market trends and develop successful marketing campaigns and programmes.

Critical Work Functions	Key Tasks
Manage marketing campaigns and events	<ul style="list-style-type: none"> • Manage implementation of the multi-channel marketing campaigns in line with organisation marketing objectives and strategy • Facilitate cross-functional collaboration across departments for the development of integrated marketing campaigns for organisation programmes and initiatives • Develop content strategy aligned with short-term and long-term marketing goals • Conceptualise marketing campaign themes, approaches and targets to drive awareness of new programmes and initiatives • Review developed campaign collaterals to ensure alignment with marketing campaign themes • Develop measures to improve future marketing campaigns based on identified areas of improvement • Maintain relationships with sponsors for marketing events
Manage marketing and communication channels	<ul style="list-style-type: none"> • Develop communication channels for stakeholders on industry updates and information on policy changes and government schemes for businesses • Review effectiveness of all communication channels and identify areas of improvement • Oversee maintenance of organisation's website to ensure regular content update • Develop marketing communications plans and content marketing initiatives across digital platforms • Facilitate the adoption of new digital marketing technologies into existing marketing processes • Maintain regular internal communications activities and channels which deliver key announcements to employees and Executive Committee/Council/Board members

Critical Work Functions

Key Tasks

Develop marketing strategies and plans

- Contribute to the department’s annual workplan in line with the organisation strategy and objectives
- Develop integrated marketing and communications strategies to promote the organisation’s resources, research, publications, public awareness and advocacy efforts
- Evaluate research findings to identify emerging trends and digital marketing technologies to inform marketing strategies
- Maintain effective working relationships with vendors and creative agencies

Manage organisation branding and public relations

- Develop branding strategies to enhance brand reputation based on current brand positions and market awareness
- Develop branding implementation plans to align with branding strategies
- Maintain regular communication with key media contacts and keep them informed on developments in the organisation to ensure regular exposure in the industry
- Produce press releases to generate press around significant events for the organisation
- Review brand consistency issues in collaterals across digital marketing platforms
- Manage social media platforms and review alignment of other digital marketing channels with branding strategies

Manage budget

- Participate in annual budget forecast, monitor marketing budgets and expenditure throughout the year
- Manage financial budgets in accordance with departmental work plans
- Deliver all online and offline advertising and marketing activities within budget

Technical Skills and Competencies

Brand Management	Level 4	Media Strategy Development	Level 4
Business Presentation Delivery	Level 4	Public Relations Management	Level 4
Content Marketing Strategy	Level 4	Social Media Marketing	Level 4
Digital Marketing	Level 4	Sponsorship Management	Level 4
Marketing Campaign Management	Level 4	Stakeholder Management	Level 4
Marketing Communications Plan Development	Level 4		

Critical Core Skills

Creative Thinking	Intermediate	Customer Orientation	Intermediate
Communication	Intermediate	Adaptability	Intermediate
Influence	Intermediate		

Please note that only key TSCs are reflected in the Skills Map. Please refer to www.sccci.org.sg for the full versions.

INDUSTRY DEVELOPMENT

CHRISTOPHER SOH

Assistant Executive Director
Singapore Furniture Industries Council (SFIC)

OPENING THE BLINDSPOTS

With a strong passion for the furniture industry, a fervent entrepreneurial spirit and a perceptive vision, there is little doubt behind why Christopher Soh is part of Singapore Furniture Industries Council (SFIC) as the Assistant Executive Director. In his role, he oversees a wide spectrum of responsibilities, ranging from advocacy of industry needs, supporting capability building, to facilitating the expansion of local companies into international markets. Having almost 10 years of experience working under SFIC, Christopher's passion for the industry persists till today, and is keen to leverage his industry knowledge and skillsets to drive growth for the industry.

With an educational background in marketing and design, and a master's degree in entrepreneurship, Christopher started his career journey working with various private furniture companies and global exhibition entities. This early experience in organising international exhibitions would lead him into his current role in SFIC. He shares that his motivation to work for SFIC was mainly driven by his inherent interest in furniture as well as the mission of developing the growth of furniture businesses.

His formula for success? Many might naturally assume that this comprised solely of his innate passion for the industry. However, Christopher caveats that "Passion is important, but it's not crucial", explaining that many have been able to succeed without being remarkably passionate about the furniture profession. Rather, he sees the uniqueness of trade associations in bringing together professionals hailing from different industries, and the value in working with colleagues

with varied backgrounds. Success, Christopher defines, is being able to listen and go beyond the surface level in discerning what the industry needs – and which is what is available by working with a diverse group of colleagues who bring new perspectives and insights to the table, offering innovative solutions to existing problems.

Christopher highlights that the main challenge of industry development revolves around attaining synchronicity across the whole sector. "Different companies have different problems and priorities, and so they naturally move at different paces", Christopher explains, and that working in the TAC sector inherently necessitates working with tight timelines and juggling multiple projects at any given period. Hence, Christopher advises that patience is a key virtue in this line of work, along with the ability to keep up with a high-paced working environment.

Ultimately, Christopher highlighted that TACs offer a unique value to those seeking to embark on such a career. In contrast to MNCs, the work entailed for TACs urges a more holistic and wide-angled approach to problem solving. Christopher elaborated, "This allows you to peel back your blind-spots to design solutions that benefit the industry on a macro-level, enabling you to see the bigger picture and holistic impact of your work." Having been part of the execution of industry initiatives that are implemented successfully, as well as witnessing the success of businesses he has supported are key rewards to his learning journey and has kept Christopher motivated over the years.



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - INDUSTRY DEVELOPMENT DIRECTOR/ASSISTANT DIRECTOR

Sector	Trade Associations and Chambers
Track	Industry Development
Occupation	Director/Assistant Director

Director/Assistant Director

Job Role Description

The Industry Development Director/Assistant Director plays a key role in collaborating with key government agencies and other organisations to drive industry development and transformation. He/she collaborates with multiple stakeholders to represent the industry needs and interests at relevant platforms. He drives industry innovation and adoption of technology, and oversees the execution and delivery of local industry projects and initiatives. He also builds effective relationships with strategic partners and stakeholders to identify growth opportunities for the industry.

The Industry Development Director/Assistant Director is an effective communicator and presenter, able to develop strong working relationships with relevant stakeholders and strategic partners. He has good listening skills and is analytical and professional in addressing the concerns of the industry. He is forward-looking, able to set out a clear strategic direction and inspire the team towards achieving desired outcomes and goals.

Critical Work Functions

Key Tasks

Represent industry needs and interests

- Recommend solutions to close gaps in policies based on trends and changes in the macro-environment impacting the industry
- Collaborate with stakeholders to represent the industry needs and interests at relevant platforms
- Lead the development of advocacy and representation messages for the government, industry and business community
- Oversee the organisation of dialogues and meetings with relevant ministries, government agencies and stakeholders to represent the industry needs and interests
- Build relationships with ministries, government agencies and stakeholders to understand desired outcomes and drive industry development

Drive industry-level projects and initiatives

- Curate and plan strategic projects, events and initiatives for the industry
- Oversee all project deliverables, results and indicators in accordance to plans
- Build effective relationships with strategic partners and stakeholders to identify growth opportunities for the industry

Drive industry innovation and adoption of technology

- Drive innovation mindset and adoption of technology in businesses
- Plan campaigns and events to promote the adoption of technology and digital initiatives
- Conceptualise programmes and workshops for stakeholders to educate and broaden their knowledge on various aspects of technology and digitalisation

Organise and manage industry development events

- Review event proposals to management and meet objectives in all stages of activity planning, design and production within time limits and budgets
- Oversee event execution and delivery to ensure events are carried out to expectations
- Resolve all event issues, deviations and participants' enquiries and requests to ensure that event is executed as planned
- Lead negotiation with key vendors to secure service contracts in adherence to event budget

Critical Work Functions**Key Tasks****Organise and manage industry development events**

- Rectify contractual and performance issues with existing vendors and suppliers
- Build close relationships with event sponsors, partners, vendors and suppliers for future collaborations
- Review event marketing campaigns and communication plans that are feasible and effective in delivering key messages and meet event communication objectives
- Lead post-event reviews based on performance metrics and post-event feedback to identify areas of improvement

Manage budget

- Lead the annual budget exercise by delivering the budget for the department, projecting current and future financial needs
- Oversee department's financial budget utilisation against departmental work plans and provide regular updates to management
- Review events budgets to management
- Oversee the reconciliation of events expenditure with events budgets
- Cultivate strong relationships with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Business Environment Analysis	Level 5	Networking	Level 5
Business Negotiation	Level 5	Partnership Management	Level 5
Business Opportunities Development	Level 5	Project Management	Level 5
Business Relationship Building	Level 6	Proposal Writing	Level 4
Contract Development and Management	Level 5	Solutions Design Thinking	Level 5
Emerging Technology	Level 5	Sponsorship Management	Level 5
Events Planning and Management	Level 4	Stakeholder Management	Level 5
Industry Knowledge Research & Analysis	Level 5	Trade Association Advocacy and Representation	Level 5

Critical Core Skills

Developing People	Advanced	Problem Solving	Advanced
Collaboration	Advanced	Communication	Advanced
Customer Orientation	Advanced		

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CAPABILITY BUILDING



CAI HONG WEI
Senior Centre Manager
ASPRI-Institute of Process
Industry (ASPRI-IPI)

CHRIS LIM
Chief Specialist,
Training Specialist Unit
ASPRI-Institute of Process
Industry (ASPRI-IPI)

BUILT BY THE INDUSTRY, FOR THE INDUSTRY

Seasoned veterans of training and development in their own rights, both Chris Lim and Cai Hong Wei have made their transition from the private training sector into the TAC sector. Today, both represent the esteemed Association of Process Industry (ASPRI) in Singapore. Chris holds the designation of Chief Specialist, responsible for the association's development and delivery of training curricula. Complimenting this scope, Hong Wei, as Senior Centre Manager, ensures and maintains the quality of ASPRI's training programmes, constantly striving for operational excellence in training for members.

Evidently, training and capability building is a forte on which ASPRI prides themselves upon – all training programmes have been developed in-house and specifically tailored to the needs of their valued members. Furthermore, Hong Wei shares that simply delivering training courses to members is not enough. He highlights that to be successful, capability building must focus on staying ahead of the curve; to be agile; to anticipate the imperative skills lying beyond the forefront of immediate need in order to proficiently equip their workforce to tackle future disruptions. Hong Wei adds “This mindset of continuous learning is instrumental for success in this career”.

An apt example of how their ability was put to the test presented itself in the form of the pandemic. Chris and Hong Wei share that COVID-19 had forced ASPRI – almost overnight – to transition all training from in-person delivery to online platforms and e-learning methods. To cope with this daunting challenge, Chris and Hong Wei had to find feasible

yet effective ways to train their workforce virtually. Despite the challenge, Chris shares that he was able to develop and convert almost 20 training courses into the format of e-learning, including the design of new content for members to support the changing workforce norms throughout the Circuit Breaker period. Hong Wei added that such a feat was met with positive reception, with over 70,000 e-training places from FY 2019 to FY 2021, benefited more than 25,000 Process workers, who were able to continue upskilling themselves in a more accessible manner despite the pandemic.

ASPRI's commitment to their members is made further apparent through the training initiatives of their training arm, Institute of Process Industry (IPI). They share that IPI is the only training institute in Singapore that provides access to an on-site plant for training purposes, offering trainees a valuable hands-on learning experience. Additionally, ASPRI subsidises from 50% to 90% of its training course for their members – again reinforcing their strong dedication to their members.

Hong Wei urges those considering a career path in the TAC sector to recognise the unique value it can provide. “Coming from the private sector, the TAC sector truly allows one to reap the fruits of their labour. Not being bound by profit, TACs inherently encourage initiatives that seek to truly benefit the sector in a practical way. This is what makes it a fulfilling career for me”. Sharing the same sentiment, Chris adds “The purpose is clear: we are built by the industry, for the industry.”



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - CAPABILITY BUILDING DIRECTOR/ASSISTANT DIRECTOR

Sector	Trade Associations and Chambers
Track	Capability Building
Occupation	Director/Assistant Director

Director/Assistant Director

Job Role Description

The Capability Building Director/Assistant Director oversees the development, administration and delivery of training programmes. He/she works closely with the stakeholders to assess and identify the industry developmental needs and skills required. He establishes the key training objectives and learning outcomes to be achieved, and evaluates overall training effectiveness. He ensures consistency in the delivery and application of training standards, and plays a strategic role in the development of new training programmes and materials, making regular modifications to programmes where necessary. He also oversees and reviews the external funding application processes for the training programmes.

The Capability Building Director/Assistant Director is forward-thinking and creative. He is able to prioritise and evaluate short and long-term outcomes and needs. He possesses excellent communication and interpersonal skills necessary to enable effective cross-collaborative communications with stakeholders, to secure their buy-in and support.

Critical Work Functions	Key Tasks
Assess industry landscape and training needs	<ul style="list-style-type: none"> Assess skills needed and identify training needs of the industry stakeholders based on trends and changes in the macro-environment impacting the industry Forge close relationships with stakeholders to assess current and emerging needs in the context of training and capability development Develop training plans to address workforce needs from training needs analyses
Develop and evaluate training effectiveness	<ul style="list-style-type: none"> Establish key training objectives and outcomes to be achieved for the stakeholders Oversee training programme design specifications based on analyses of training objectives to guide development of training materials Oversee the development of training materials to ensure alignment with training objectives Evaluate appropriate training delivery modes to facilitate achievement of learning experience objectives Evaluate training programme take-up rates, attendance, completion rates and assessment data Evaluate and prioritise training improvement areas against training objectives and performance standards Oversee implementation of training review processes to assess compliance with the regulatory and statutory requirements and standards Review marketing campaigns to ensure alignment of needs with targeted stakeholders
Manage training operations and administration	<ul style="list-style-type: none"> Oversee execution of the organisation's training administration processes in accordance with corporate governance regulations, policies and guidelines Establish training record and database management processes across the organisation Review the external funding application processes

Critical Work Functions

Key Tasks

Manage course collaboration and industry accreditation

- Select best-in-class training partner for relevant programme delivery
- Assess training partners' efforts and outcomes
- Rectify contractual and performance issues with existing training partners
- Build strong relationships across the academic and industry community to identify course collaboration opportunities or accreditation
- Recommend accreditation and certification processes and models based on analyses of training objectives

Manage budget

- Lead the annual budget exercise by delivering the budget for the department, projecting current and future financial needs
- Oversee budgets across the organisation's training programmes and provide regular updates to management
- Cultivate strong relationships with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Customer Relationship Management Operations	Level 5	Learning Needs Analysis	Level 4
Industry Knowledge, Research and Analysis	Level 5	Learning Programme Evaluation	Level 6
Knowledge Management	Level 6	Partnership Management	Level 5
Learning and Development Programme Management	Level 5	Stakeholder Management	Level 5
Learning Experience Delivery	Level 4		

Critical Core Skills

Developing People	Advanced	Communication	Advanced
Learning Agility	Advanced	Customer Orientation	Advanced
Adaptability	Advanced		

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INTERNATIONALISATION

PUJA VERMA

Project Manager (Internationalisation)
Singapore Indian Chamber of Commerce & Industry (SICCI)

CONNECTING, ENABLING AND ADVOCATING

“I love to interact, to hear people out, to be a facilitator in someone’s growth and expansion. I want to help people grow in any way,” Puja Verma shares, and it shows across the course of a nearly 10-year long career trajectory. Puja has always exhibited a strong affinity of engaging and connecting with the community. Starting out as a Customer Service Executive, she began picking up and refining the skills she would need to better serve the fundamental cornerstone of community: people. This same skill would be carried by her to stints in both the education and foreign affairs, before she made the transition into the TAC sector. Today, Puja represents the esteemed Singapore Indian Chamber of Commerce & Industry (SICCI) as a Project Manager, managing its international division.

Her motivation to move to the TAC sector was simple: from her past experience, she recognised that SMEs required a lot of sector-specific support relating to government policies and business matching, and Puja desired to provide this support. She hence sought a better avenue to engage in closer interactions with the business community, tradesmen and industry practitioners, which is where SICCI came into the picture.

Her interest in helping SMEs grow and expand via business matching drew her specifically towards the area of internationalisation within the TAC sector. Under this division, she supports SMEs as they seek to expand to overseas markets, as well as facilitates overseas businesses interested in local opportunities. In this position, she is exposed to working with the

local public sector as well as industries based in India and works closely to drive the growth journeys of the SMEs.

In terms of key enablers for success, Puja advised that her role necessitates a strong passion for serving the community at its core, as well as the capacity to establish and manage relationships with stakeholders across the value chain. Additionally, one must be responsive to industry needs, taking the initiative to stay on top of industry-specific issues of impact in order to serve the community in a meaningful way. Puja iterated that these traits are essential to manage the high-paced environment of the TAC sector, dealing with ever-rapid changes in the business landscape and frequent policy updates inherent to the sector.

Despite the quick-paced environment and challenges of the sector, Puja highlights the degree of fulfilment it also provides. “I once received a commendation from an 89-year old client, affirming and showing appreciation for our efforts towards the business community,” Puja shares, noting that the ability to observe the impact realised onto the community is what makes the effort worthwhile.

Puja’s advice to the TAC sector? “A strong passion for the community and a positive outlook is what you will need to drive your success in this path. At our core, we are a connector, enabler and advocator for empowering the community,” the SICCI motto, which Puja continues to exemplify as she continues her efforts in contributing to the sector.



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - INTERNATIONALISATION MANAGER/ASSISTANT MANAGER

Sector Trade Associations and Chambers

Track Internationalisation

Occupation Manager/Assistant Manager

Manager/Assistant Manager

Job Role Description

The Internationalisation Manager/Assistant Manager executes the organisation's internationalisation strategy. He/she manages business partnerships and collaborations with overseas entities and government agencies to facilitate successful business matching opportunities with international partners. He identifies potential overseas business expansion opportunities for the members and provides them with an understanding of the international business landscapes and regulations. He also manages the execution of international business activities and relevant stakeholders to drive smooth and successful delivery of the planned activities.

The Internationalisation Manager/Assistant Manager possesses good knowledge and understanding of the local and international business environments as well as the economic and political trends in the relevant markets. He has strong business acumen, communication, project and stakeholder management skills. He is able to effectively manage and drives the end-to-end process of international business expansion for the members.

Critical Work Functions

Key Tasks

Build international partnerships and collaborations

- Execute organisation strategies aimed at internationalisation of the businesses
- Evaluate international business environment and landscape to identify potential opportunities for business expansion
- Advise on the international business landscape and regulations to stakeholders to facilitate their understanding of the overseas business environment and compliance requirements
- Identify business matching opportunities with international partners for stakeholders seeking new ventures or expansion opportunities in overseas markets
- Collaborate with overseas business entities, trade bodies, business associations and government agencies to explore trade and investment opportunities
- Manage business partnerships with overseas partners and government agencies to facilitate industry growth internationally

Organise and coordinate international business activities

- Develop proposals to management and meet objectives in all stages of activity planning, design and production within time limits and budgets
- Organise international business activities for stakeholders to gain a comprehensive understanding of the business and investment climates as well as potential opportunities in the international marketplace
- Negotiate with vendors and suppliers to secure service contracts and communicate deliverables and timelines
- Manage contractual and performance issues with existing vendors and suppliers
- Manage the coordination of international business activities in terms of administrative, logistics, inventory, registration, manpower requirements, invoicing and payment arrangements
- Work with Branding, Marketing & Communications to develop marketing campaigns and communication plans that are feasible and effective in delivering key messages

Critical Work Functions	Key Tasks
Execute and manage post international business activities	<ul style="list-style-type: none"> • Manage the sponsors, partners, vendors and stakeholders to ensure smooth delivery of planned activities • Manage escalated issues in collaboration with related vendors and stakeholders • Review performance metrics and post-activity feedback from all stakeholders to determine areas of improvement for future activities • Maintain close relationships with sponsors, partners, vendors and suppliers for future collaborations
Manage budget	<ul style="list-style-type: none"> • Participate in annual budget forecast, monitor specific budgets and expenditure throughout the year • Manage financial budgets in accordance with departmental work plans • Develop international business activities budgets for endorsement by different stakeholders • Work with Finance to reconcile activities expenditure with activities budgets • Evaluate potential opportunities with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Business Environment Analysis	Level 4	Industry Knowledge, Research and Analysis	Level 4
Business Negotiation	Level 4	Networking	Level 4
Business Opportunities Development	Level 4	New Export Market Entry Strategy Formulation	Level 4
Business Presentation Delivery	Level 4	Partnership Management	Level 4
Business Relationship Building	Level 5	Stakeholder Management	Level 4
Contract Development and Management	Level 4	Trade Association Advocacy and Representation	Level 4
Events Planning and Management	Level 3		

Critical Core Skills

Global Perspective	Intermediate	Problem Solving	Intermediate
Collaboration	Intermediate	Communication	Intermediate
Customer Orientation	Intermediate		

Please note that only key TSCs are reflected in the Skills Map. Please refer to www.sccci.org.sg for the full versions.

CHAPTER 6

SUPPORTING ORGANISATIONS AND ACKNOWLEDGEMENT



We would like to thank the following Trade Associations & Chambers for their kind support and participation in the development and validation of the Competency Framework:

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Association of Process Industry (ASPRI)	Singapore International Chamber of Commerce (SICC)
Association of Singapore Marine Industries (ASMI)	Singapore Jewellers Association (SJA)
Corrugated Box Manufacturers' Association (CBMA)	Singapore Logistics Association (SLA)
Franchising and Licensing Association Singapore (FLA)	Singapore Malay Chamber of Commerce & Industry (SMCCI)
Landscape Industry Association (Singapore) (LIAS)	Singapore Manufacturing Federation (SMF)
Print and Media Association of Singapore (PMAS)	Singapore Motor Cycle Trade Association (SMCTA)
Restaurant Association of Singapore (RAS)	Singapore Motor Workshop Association (SMWA)
SGTech	Singapore Retailers Association (SRA)
Singapore Book Publishers' Association (SBPA)	Singapore Textile Centre Merchants' Association (STCMA)
Singapore Business Federation (SBF)	Textile and Fashion Federation (TAFF)
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- The Industry Associations and Professional Bodies for sharing their business and members' perspectives
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APPENDIX A

SKILL MAPS OF RELEVANT JOB ROLES IN THE TAC SECTOR



Chief Executive Officer/Executive Director 45



STRATEGY & GOVERNANCE



Senior Executive/Executive 47

Manager/Assistant Manager 49

Director/Assistant Director 51



MEMBERSHIP



Senior Executive/Executive 53

Manager/Assistant Manager 55

Director/Assistant Director 27



BRANDING, MARKETING & COMMUNICATIONS



Senior Executive/Executive 57

Manager/Assistant Manager 30

Director/Assistant Director 59

Please note that only key TSCs are reflected in the Skills Maps. Please refer to www.sccci.org.sg for the full versions.



INDUSTRY DEVELOPMENT



Senior Executive/Executive	61
Manager/Assistant Manager	63
Director/Assistant Director	33



CAPABILITY BUILDING



Senior Executive/Executive	65
Manager/Assistant Manager	67
Director/Assistant Director	36



INTERNATIONALISATION



Senior Executive/Executive	69
Manager/Assistant Manager	39
Director/Assistant Director	71



RESEARCH



Senior Executive/Executive	73
Manager/Assistant Manager	75
Director/Assistant Director	77

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK

SKILLS MAP - CHIEF EXECUTIVE OFFICER / EXECUTIVE DIRECTOR

Sector	Trade Associations and Chambers
Track	Management
Occupation	Chief Executive Officer/Executive Director

Chief Executive Officer/Executive Director

Job Role Description

The Chief Executive Officer/Executive Director oversees the development of key projects and initiatives of the organisation in alignment with the goals defined by the Council/Board. He/She stays abreast of the latest trends and compliance requirements of the industry and drives sector development and growth initiatives. He also provides strategic direction to his team to manage operations, corporate governance and risk and adherence to the Constitution. He also spearheads the pursuit of new opportunities to ensure organisation's long-term sustainability.

The Chief Executive Officer/Executive Director possesses a forward-looking mindset and strong business acumen to drive growth within the organisation. He is highly analytical as he leads and reviews the overall strategic direction in terms of budget planning for the organisation. He also possesses excellent interpersonal and communication skills to drive collaboration, obtain funding and influence key stakeholders and partners to drive commitment and endorsement for strategic initiatives across the organisation.

Critical Work Functions	Key Tasks
Drive sector development plans	<ul style="list-style-type: none"> Lead sector developmental initiatives to uplift sector's capabilities and improve productivity Lead sector engagement initiatives to promote regular communication and collaboration and strengthen business ties amongst the sector
Establish organisation strategies and plans	<ul style="list-style-type: none"> Work closely with the Council/Board to develop overall organisation strategies and priorities based on trends and changes in the macro-environment impacting the industry Oversee development of key projects and workplans to achieve overall organisational goals and objectives guided by Council/Board Drive recognition of organisational performance against plans Drive pursuit of new growth opportunities to drive long-term sustainability of the organisation
Drive corporate governance and risk management	<ul style="list-style-type: none"> Set the direction for corporate governance and risk management policies, procedures and guidelines based upon organisation strategy Oversee and ensure organisational compliance to the Constitution and regulatory requirements and legislation Keep abreast of changes in compliance requirements and ensure changes to policies and procedures are communicated to the organisation
Drive board governance and management	<ul style="list-style-type: none"> Lead organisation to achieve the organisation's goals and strategies as defined by the Council/Board Lead communication and engagement with the Council/Board to provide information in a timely and accurate manner for informed decision making Lead presentations to Council/Board
Perform corporate planning functions	<ul style="list-style-type: none"> Lead annual general meeting (AGM), board meetings and committee meetings Review organisational budget planning for endorsement Maintain strong relationships with strategic partners and key stakeholders Oversee resource allocation and utilisation for efficient organisation's operations

Critical Work Functions

Key Tasks

Manage budget

- Lead the annual budget exercise by delivering the budget for the organisation, projecting current and future financial needs
- Oversee organisation's financial budget utilisation against organisational work plans and provide regular updates to Board/Council
- Maintain strong relationships with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Business Continuity Planning	Level 6	Management Decision Making	Level 6
Business Ethics and Values Management	Level 6	Organisation and Board Relationship	Level 6
Business Opportunities Development	Level 6	Organisation Representative	Level 6
Business Relationship Building	Level 6	Partnership Management	Level 6
Continuous Improvement Management	Level 5	Risk Management	Level 6
Corporate Governance	Level 6	Stakeholder Management	Level 6
Disruption Management	Level 6	Strategy Implementation	Level 5
Effective Board Member	Level 6	Strategy Planning	Level 6
Financial Management	Level 5	Trade Association Advocacy and Representation	Level 5
Legal Compliance Management	Level 6	Vision Leadership	Level 6

Critical Core Skills

Developing People	Advanced	Global Perspective	Advanced
Problem Solving	Advanced	Communication	Advanced
Sense-Making	Advanced		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK

SKILLS MAP - STRATEGY & GOVERNANCE SENIOR EXECUTIVE/EXECUTIVE

Sector	Trade Associations and Chambers
Track	Strategy & Governance
Occupation	Senior Executive/Executive

Senior Executive/Executive

Job Role Description

The Strategy & Governance Senior Executive/Executive assists with the planning of organisation's strategy and governance policies. He/She gathers information on the industry landscape, trends and challenges to support the development of strategic plans. He prepares reports and coordinates board and management meetings.

The Strategy & Governance Senior Executive/Executive is analytical and detail oriented. He is able to communicate, articulating ideas clearly and makes strategic recommendations.

Critical Work Functions

Key Tasks

Establish organisation strategies and plans

- Gather access to market intelligence on challenges and needs faced by the industry
- Conduct research on the industry landscape to identify emerging trends and developments to inform organisation strategies and priorities
- Track key projects and workplans to ensure organisation is on track to achieve its goals and objectives

Drive corporate governance and risk management

- Support the implementation of corporate governance and risk management policies, procedures and guidelines for the organisation

Perform corporate planning functions

- Support the planning, preparation and coordination of the annual general meeting (AGM), board meetings and committee meetings
- Prepare and compile reports for board and management reporting
- Coordinate organisational budget planning in consultation with stakeholders
- Perform other duties as assigned

Technical Skills and Competencies

Business Continuity Planning	Level 4	Legal Compliance Management	Level 3
Corporate Governance	Level 4	Stakeholder Management	Level 3
Data Governance	Level 4	Strategy Implementation	Level 3
Internal Controls	Level 3	Strategy Planning	Level 4

Critical Core Skills

Problem Solving	Basic	Communication	Basic
Sense-Making	Basic	Decision Making	Basic
Global Perspective	Basic		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - STRATEGY & GOVERNANCE MANAGER/ASSISTANT MANAGER

Sector	Trade Associations and Chambers
Track	Strategy & Governance
Occupation	Manager/Assistant Manager

Manager/Assistant Manager

Job Role Description

The Strategy & Governance Manager/Assistant Manager monitors effectiveness of organisation's strategy and implements corporate governance and risk management policies. He/She monitors organisational performance to ensure compliance to corporate governance policies and long-term sustainability of the organisation. He manages the planning of board and management meetings.

The Strategy & Governance Manager/Assistant Manager is analytical, risk-averse, and demonstrates the ability to think strategically. He possesses sound decision making, good organisational and excellent communication skills to interact effectively with relevant stakeholders.

Critical Work Functions

Key Tasks

Establish organisation strategies and plans

- Analyse market intelligence on challenges and needs faced by the industry
- Evaluate research findings to identify current issues impacting the industry to inform organisation strategies and priorities
- Monitor key projects and workplans to ensure organisation is on track to achieve its goals and objectives
- Define organisational performance indicators to monitor performance based on organisation strategies and plans
- Oversee existing products and/or services to ensure long-term sustainability of the organisation

Drive corporate governance and risk management

- Implement corporate governance and risk management policies, procedures and guidelines for the organisation
- Monitor organisational compliance to the Constitution and governing regulations
- Communicate corporate governance and risk management policies, procedures and guidelines to the organisation

Perform corporate planning functionss

- Manage the planning, preparation and coordination of the annual general meeting (AGM), board meetings and committee meetings
- Review reports for board and management reporting
- Facilitate organisational budget planning in consultation with stakeholders
- Oversee the other duties performed by the Executive

Technical Skills and Competencies

Business Continuity Planning	Level 4	Legal Compliance Management	Level 4
Corporate Governance	Level 4	Stakeholder Management	Level 4
Data Governance	Level 4	Strategy Implementation	Level 4
Financial Management	Level 3	Strategy Planning	Level 5
Internal Controls	Level 4	Vision Leadership	Level 4

Critical Core Skills

Problem Solving	Intermediate	Communication	Intermediate
Sense-Making	Intermediate	Decision Making	Intermediate
Global Perspective	Intermediate		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - STRATEGY & GOVERNANCE DIRECTOR/ASSISTANT DIRECTOR

Sector	Trade Associations and Chambers
Track	Strategy & Governance
Occupation	Director/Assistant Director

Director/Assistant Director

Job Role Description

The Strategy & Governance Director/Assistant Director is responsible for the organisation's overall strategy and governance policies. He/She manages organisational risks and ensures that the organisation is compliant with governance policies. He works closely with the Executive Committee/Council/Board in formulating strategies and assessing new growth opportunities to drive long-term sustainability of the organisation. He oversees the planning of board and management meetings, presents reports to management and drives organisational budgeting plans.

The Strategy & Governance Director/Assistant Director is analytical, risk averse, and strategically oriented. He is able to make calculated risk-related decisions and communicate effectively with the Executive Committee/Council/Board and relevant stakeholders.

Critical Work Functions

Key Tasks

Establish organisation strategies and plans

- Evaluate market intelligence on challenges and needs faced by the industry to inform organisation strategies and priorities
- Work closely with the Executive Committee/Council/Board to develop organisation strategies and priorities based on trends and changes in the macro-environment impacting the industry
- Develop key projects and workplans in achieving the organisation goals and objectives
- Review organisational performance against plans to recognise achievements
- Assess new growth opportunities to drive long-term sustainability of the organisation

Drive corporate governance and risk management

- Develop corporate governance and risk management policies, procedures and guidelines based upon organisation strategy
- Oversee and ensure organisational compliance to the Constitution and regulatory requirements and legislation
- Keep abreast of changes in compliance requirements and ensure changes to policies and procedures are communicated to the organisation

Perform corporate planning functions

- Oversee the planning, preparation and coordination of the annual general meeting (AGM), board meetings and committee meetings
- Present reports to management
- Drive organisational budget planning in consultation with stakeholders
- Provide executive support to the Executive Committee/Council/Board
- Maintain strong relationships with strategic partners and key stakeholders

Technical Skills and Competencies

Business Continuity Planning	Level 5	Legal Compliance Management	Level 5
Corporate Governance	Level 5	Organisation and Board Relationship	Level 6
Data Governance	Level 5	Stakeholder Management	Level 5
Disruption Management	Level 5	Strategy Implementation	Level 5
Effective Board Member	Level 6	Strategy Planning	Level 6
Financial Management	Level 4	Vision Leadership	Level 5
Internal Controls	Level 5		

Critical Core Skills

Developing People	Advanced	Global Perspective	Advanced
Problem Solving	Advanced	Communication	Advanced
Sense-Making	Advanced		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - MEMBERSHIP SENIOR EXECUTIVE/EXECUTIVE

Sector Trade Associations and Chambers

Track Membership

Occupation Senior Executive/Executive

Senior Executive/Executive

Job Role Description

The Membership Senior Executive/Executive is responsible for membership administration and maintenance of the membership records. He/She responds to member queries, solicits feedback from members and liaises with the relevant government agencies. He also assists in the planning and execution of membership events, and gathers information to support the development of member strategies.

The Membership Senior Executive/Executive is an effective multi-tasker and possesses event management skill for the successful execution of events. He has excellent communication skill to relay information in a clear and timely manner to meet the needs of the members. He is detail-oriented and ensures accurate maintenance of membership database.

Critical Work Functions

Key Tasks

Manage membership database and administration

- Update and maintain the members' data in a timely and accurate manner
- Conduct periodic member data cleaning for analysis purposes
- Generate membership renewal notice near the end of membership term
- Process non-renewal cases and facilitate in gathering feedback for improvements
- Process new membership applications and issue membership information kit to new members
- Assist in the collection of membership fees, outstanding fees and closure of debts

Develop strategies to drive membership

- Conduct research on the industry landscape to identify emerging trends and developments to inform member strategies
- Gather access to market intelligence on member strategies and pricing
- Gather existing members' data to identify gaps in existing products and/or service offerings
- Collate members' feedback, suggestions and complaints to identify areas of improvement to existing products and/or services
- Work with Branding, Marketing & Communications to build marketing and promotional materials to drive brand awareness

Drive advocacy and member engagement

- Support regular engagement and solicitation of member needs and feedback for addressing to the relevant government authorities
- Support engagement with relevant ministries and government agencies to understand the government policies and plans for the industry
- Support in the dissemination of new government policies and plans to members
- Establish rapport with ministries, government agencies and members to serve as a liaison between the government and members
- Support in the preparation of member communications through monthly newsletters, emails, etc.

Critical Work Functions

Key Tasks

Organise and manage membership events

- Prepare draft event proposals to management in accordance with objectives in all stages of activity planning, design and production within time limits and budgets
- Support in the coordination of membership events in terms of administrative, logistics, inventory, registration, manpower requirements, invoicing and payment arrangements
- Escalate deviations from event plans
- Source and negotiate with external vendors and suppliers to ensure all arrangements are implemented smoothly
- Escalate contractual and performance issues with existing vendors and suppliers
- Establish rapport with event sponsors, partners, vendors and suppliers for future collaborations
- Collate performance metrics and post-event feedback from all stakeholders to determine areas of improvement for future events

Manage budget

- Report budget utilisation and spending against department key performance indicators within approved departmental financial budget
- Support in the financial planning of membership events, working closely with the Membership Manager to deliver membership activities within budget
- Compile events expenditure for reconciliation with budgets
- Identify potential opportunities with funding providers and partners

Technical Skills and Competencies

Customer Acquisition Management	Level 3	Partnership Management	Level 3
Customer Loyalty and Retention Strategy Formulation	Level 4	Sponsorship Management	Level 3
Customer Relationship Management Operations	Level 3	Stakeholder Management	Level 3
Events Planning and Management	Level 2	Trade Association Advocacy and Representation	Level 3
Networking	Level 3		

Critical Core Skills

Communication	Basic	Sense-Making	Basic
Customer Orientation	Basic	Problem Solving	Basic
Collaboration	Basic		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - MEMBERSHIP MANAGER/ASSISTANT MANAGER

Sector	Trade Associations and Chambers
Track	Membership
Occupation	Manager/Assistant Manager

Manager/Assistant Manager

Job Role Description

The Membership Manager/Assistant Manager implements the member strategies and plans, manages resources and sets workflow priorities. He/She engages with members regularly to understand their needs, provides feedback to relevant government agencies and acts as a medium to disseminate information on government policies. He organises membership activities and events, including the management of sponsorships and partnerships. He also contributes to the development of member strategies and monitors effectiveness of membership development plans.

The Membership Manager/Assistant Manager is strategic, able to multi-task and execute events with the team within stipulated budget. He possesses excellent communication and people management skills, communicating information effectively with various stakeholders. He is highly organised and detail-oriented, committed to delivering a high standard of service to members.

Critical Work Functions

Key Tasks

Manage membership database and administration

- Oversee maintenance of the membership database to ensure strict confidentiality with members information and securely stored in compliance with the Personal Data Protection Act (PDPA)
- Prepare periodic membership reports on the membership numbers, renewal rate and termination for management meetings
- Initiate and conduct regular induction programme for new members to facilitate their understanding of the organisation's objectives and the products and/or services it provides
- Oversee and ensure adherence to timely collection of membership fees to prevent bad debts

Develop strategies to drive membership

- Evaluate research findings to identify emerging trends and improvements to the members' product and/or service offerings
- Monitor effectiveness of the membership pricing strategies and recommend changes in pricing structures
- Review existing members' data to identify gaps in existing products and/or service offerings
- Identifying opportunities to develop or modify products and/or services to deliver value add to members
- Monitor the effectiveness of all marketing campaigns and promotional materials and identify areas for change or improvement

Drive advocacy and member engagement

- Conduct regular engagement and solicitation of member needs and feedback for addressing to the relevant government authorities
- Engage relevant ministries and government agencies to understand the government policies and plans for sharing with the members
- Disseminate and educate members on government policies and plans to achieve alignment from both parties
- Maintain effective working relationships with ministries, government agencies and members and serve as a liaison between the government agencies and members
- Monitor the effectiveness of member communications channels and identify areas for change or improvement

Critical Work Functions

Key Tasks

Organise and manage membership events

- Develop event proposals to management and meet objectives in all stages of activity planning, design and production within time limits and budgets
- Manage the event sponsors, partners, vendors and stakeholders to ensure smooth on-site operations during events
- Manage escalated on-site issues in collaboration with related vendors and stakeholders
- Negotiate with vendors and suppliers to secure service contracts and communicate event deliverables and timelines
- Manage contractual and performance issues with existing vendors and suppliers
- Maintain close relationships with event sponsors, partners, vendors and suppliers for future collaborations
- Work with Branding, Marketing & Communications to develop event marketing campaigns and communication plans that are feasible and effective in delivering key messages
- Review performance metrics and post-event feedback from all stakeholders to determine areas of improvement for future events

Manage budget

- Participate in annual budget forecast, monitor specific budgets and expenditure throughout the year
- Manage financial budgets in accordance with departmental work plan
- Develop events budgets for endorsement by different stakeholders
- Work with Finance to reconcile events expenditure with events budgets
- Evaluate potential opportunities with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Customer Acquisition Management	Level 4	Partnership Management	Level 4
Customer Loyalty and Retention Strategy Formulation	Level 5	Sponsorship Management	Level 4
Customer Relationship Management Operations	Level 4	Stakeholder Management	Level 4
Events Planning and Management	Level 3	Trade Association Advocacy and Representation	Level 3
Networking	Level 4		

Critical Core Skills

Communication	Intermediate	Sense-Making	Intermediate
Customer Orientation	Intermediate	Problem Solving	Intermediate
Collaboration	Intermediate		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK

SKILLS MAP - BRANDING, MARKETING AND COMMUNICATIONS

SENIOR EXECUTIVE/EXECUTIVE

Sector	Trade Associations and Chambers
Track	Branding, Marketing and Communications
Occupation	Senior Executive/Executive

Senior Executive/Executive

Job Role Description

The Branding, Marketing & Communications Senior Executive/Executive coordinates the organisation's branding and marketing efforts. He/She liaises with relevant stakeholders to manage marketing and communication events and channels, and is responsible for executing strategies and plans as directed. He also delivers organisation branding and public relations initiatives across platforms for the organisation.

The Branding, Marketing & Communications Senior Executive/Executive is a highly-driven, organised, innovative and creative individual. He has strong communication and writing skills, and is able to collaborate with both internal and external stakeholders to deliver marketing and communication plans aligned to strategies.

Critical Work Functions

Key Tasks

Manage marketing campaigns and events

- Support implementation of the multi-channel marketing campaigns in line with organisation marketing objectives and strategy
- Work cross-functionally across departments to develop integrated marketing campaigns for organisation programmes and initiatives
- Support curation of the marketing content based on defined marketing objectives and strategy
- Collaborate with agencies on a working level to develop marketing campaign collaterals
- Analyse performance of marketing campaigns based on campaign targets to identify areas of improvement
- Identify sponsorship opportunities for marketing events

Manage marketing and communication channels

- Coordinate the creation and distribution of marketing collaterals through all marketing channels
- Monitor effectiveness of all communication channels to identify areas of improvement
- Work closely with internal teams to manage the organisation's website with regular content update
- Execute marketing communications plans and content marketing initiatives across digital platforms
- Collaborate with internal stakeholders on a working-level to adopt new digital marketing technologies into existing marketing processes
- Support internal communication initiatives such as newsletters to improve employee engagement

Critical Work Functions

Key Tasks

Develop marketing strategies and plans

- Conduct research on the industry landscape and emerging trends and technologies to inform marketing strategies
- Manage working-level relationships with vendors and creative agencies

Manage organisation branding and public relations

- Execute branding implementation plans to enhance brand awareness and reputation
- Create and distribute press releases, media relations content and speaking proposals
- Deliver branding collaterals, both print and electronic across digital marketing platforms to ensure brand consistencies and identify inconsistencies
- Maintain social media platforms and digital marketing channels to align with branding strategies

Manage budget

- Report budget utilisation and spending against department key performance indicators within approved departmental financial budget
- Support delivery of all online and offline advertising and marketing activities within budget

Technical Skills and Competencies

Brand Management	Level 3	Media Strategy Development	Level 3
Business Presentation Delivery	Level 3	Public Relations Management	Level 3
Content Marketing Strategy	Level 3	Social Media Marketing	Level 3
Digital Marketing	Level 3	Sponsorship Management	Level 3
Marketing Campaign Management	Level 3	Stakeholder Management	Level 3
Marketing Communications Plan Development	Level 3		

Critical Core Skills

Creative Thinking	Intermediate	Customer Orientation	Basic
Communication	Intermediate	Adaptability	Basic
Influence	Intermediate		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK

SKILLS MAP - BRANDING, MARKETING AND COMMUNICATIONS

DIRECTOR/ASSISTANT DIRECTOR

Sector	Trade Associations and Chambers
Track	Branding, Marketing and Communications
Occupation	Director/Assistant Director

Director/Assistant Director

Job Role Description

The Branding, Marketing & Communications Director/Assistant Director leads the organisation's branding and marketing efforts. He/She reviews and endorses the organisation's overall marketing, communication and branding strategies, and drives initiatives in adherence to the strategy. He leads the communications with key stakeholders within the organisation and drives cross-functional collaboration in support of achievement of the plan. He is also responsible for leading the development and adoption of new technologies into existing marketing processes and channels.

The Branding, Marketing & Communications Director/Assistant Director is highly innovative, creative, strategic and forward-looking. He is encouraging, open to new ideas and strives to improve the organisation's marketing initiatives. He keeps abreast with the latest marketing technologies and serves as a mentor to direct reports, providing guidance on marketing, communication and branding strategies.

Critical Work Functions

Key Tasks

Manage marketing campaigns and events

- Lead implementation of the multi-channel marketing campaigns in line with organisation marketing objectives and strategy
- Drive cross-functional collaboration across departments for the development of integrated marketing campaigns for organisation programmes and initiatives
- Oversee content strategy aligned with short-term and long-term marketing goals
- Lead development of marketing campaign themes, approaches and targets to drive awareness of new programmes and initiatives
- Endorse marketing campaign collaterals to ensure alignment with marketing campaign themes
- Endorse measures to improve future marketing campaigns based on identified areas of improvement
- Build relationships with sponsors for marketing events

Manage marketing and communication channels

- Lead the development of communication channels for stakeholders on industry updates and information on policy changes and government schemes for businesses
- Develop approaches to enhance marketing channel performance based on marketing strategies
- Endorse marketing communications plans and content marketing initiatives across digital platforms
- Drive adoption of new digital marketing technologies into existing marketing processes
- Establish regular internal communications activities and channels which deliver key announcements to employees and Executive Committee/Council/Board members

Critical Work Functions

Key Tasks

Develop marketing strategies and plans

- Present the department's annual workplan in line with the organisation strategy and objectives
- Establish integrated marketing and communications strategies to promote the organisation's resources, research, publications, public awareness and advocacy efforts
- Synthesise findings from industry landscape and digital marketing technologies to inform marketing strategies
- Drive relationship building with vendors and creative agencies

Manage organisation branding and public relations

- Lead branding strategies to enhance brand reputation based on current brand positions and market awareness
- Establish branding implementation plans in alignment with branding strategies
- Establish relationships with key media contacts to ensure regular exposure in the industry
- Oversee the production of press releases to generate press around significant events for the organisation
- Drive development of brand guidelines in accordance with overall brand image and best practices

Manage budget

- Lead the annual budget exercise by delivering the budget for the department, projecting current and future financial needs
- Oversee department's financial budget utilisation against departmental work plans and provide regular updates to management
- Oversee and ensure online and offline advertising and marketing activities are within budget

Technical Skills and Competencies

Brand Management	Level 5	Media Strategy Development	Level 5
Business Presentation Delivery	Level 5	Public Relations Management	Level 5
Content Marketing Strategy	Level 5	Social Media Marketing	Level 5
Digital Marketing	Level 5	Sponsorship Management	Level 5
Marketing Campaign Management	Level 5	Stakeholder Management	Level 5
Marketing Communications Plan Development	Level 5		

Critical Core Skills

Developing People	Advanced	Influence	Advanced
Creative Thinking	Advanced	Customer Orientation	Advanced
Communication	Advanced		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - INDUSTRY DEVELOPMENT SENIOR EXECUTIVE/EXECUTIVE

Sector	Trade Associations and Chambers
Track	Industry Development
Occupation	Senior Executive/Executive

Senior Executive/Executive

Job Role Description

The Industry Development Senior Executive/Executive is responsible for executing industry-level projects and initiatives that drive industry development and transformation. He/She assists in the development of advocacy and representation messages for the government, industry and business community. He also assists in the planning and coordination of local industry events and programmes, and conducts research on industry landscape, trends and developments.

The Industry Development Senior Executive/Executive is an effective multi-tasker and possesses event management skill for the successful execution of local industry events and programmes. He possesses good analytical and coordination skills. He is self-motivated, enjoys challenges and confident when interacting with various stakeholders.

Critical Work Functions	Key Tasks
Represent industry needs and interests	<ul style="list-style-type: none">• Conduct research on the industry landscape to identify emerging trends and developments• Support engagement with stakeholders to identify their business needs and gather feedback on industry views and concerns• Assist in the development of advocacy and representation messages for the government, industry and business community• Support in the organisation of dialogues and meetings with relevant ministries, government agencies and stakeholders to represent the industry needs and interests• Establish rapport with ministries, government agencies and stakeholders to understand desired outcomes and drive industry development
Drive industry-level projects and initiatives	<ul style="list-style-type: none">• Coordinate and implement strategic projects, events and initiatives for the industry• Report on all project deliverables, results and indicators• Establish rapport with strategic partners and stakeholders to identify growth opportunities for the industry
Drive industry innovation and adoption of technology	<ul style="list-style-type: none">• Collect data on the current state of digitalisation of the stakeholders' businesses• Support in the execution of campaigns and events to promote the adoption of technology and digital initiatives• Support in the execution of programmes and workshops for stakeholders to educate and broaden their knowledge on various aspects of technology and digitalisation
Organise and manage industry development events	<ul style="list-style-type: none">• Prepare draft event proposals to management in accordance with objectives in all stages of activity planning, design and production within time limits and budgets• Support in the coordination of industry development events in terms of administrative, logistics, inventory, registration, manpower requirements, invoicing and payment arrangements• Escalate deviations from event plans

Critical Work Functions

Key Tasks

Organise and manage industry development events

- Source and negotiate with external vendors and suppliers to ensure all arrangements are implemented smoothly
- Escalate contractual and performance issues with existing vendors and suppliers
- Establish rapport with event sponsors, partners, vendors and suppliers for future collaborations
- Collate performance metrics and post-event feedback from all stakeholders to determine areas of improvement for future events

Manage budget

- Report budget utilisation and spending against department key performance indicators within approved departmental financial budget
- Support in the financial planning of industry development events, working closely with the Industry Development Manager to deliver events within budget
- Compile events expenditure for reconciliation with budgets
- Identify potential opportunities with funding providers and partners

Technical Skills and Competencies

Business Environment Analysis	Level 3	Networking	Level 3
Business Negotiation	Level 3	Partnership Management	Level 3
Business Opportunities Development	Level 4	Project Management	Level 3
Business Relationship Building	Level 4	Proposal Writing	Level 3
Contract Development and Management	Level 3	Solutions Design Thinking	Level 3
Emerging Technology	Level 3	Sponsorship Management	Level 3
Events Planning and Management	Level 2	Stakeholder Management	Level 3
Industry Knowledge Research & Analysis	Level 3	Trade Association Advocacy and Representation	Level 3

Critical Core Skills

Collaboration	Basic	Communication	Basic
Customer Orientation	Basic	Sense-Making	Basic
Problem Solving	Basic		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - INDUSTRY DEVELOPMENT MANAGER/ASSISTANT MANAGER

Sector	Trade Associations and Chambers
Track	Industry Development
Occupation	Manager/Assistant Manager

Manager/Assistant Manager

Job Role Description

The Industry Development Manager/Assistant Manager manages industry development and transformation related projects and initiatives. He/She engages with stakeholders to gather feedback on industry views and concerns for representing the industry needs and interests at relevant platforms. He manages the execution and delivery of local industry events and programmes, ensuring smooth on-site operations during events through close collaboration with multiple stakeholders and partners.

The Industry Development Manager/Assistant Manager possesses strong project management skill and is an effective communicator, capable of engaging multiple stakeholders, strategic partners and key service providers. He is a critical thinker with good analytical and problem-solving skills to address issues and provide suitable recommendations and solutions for the industry. He is passionate in advocacy, open-minded and a resilient leader.

Critical Work Functions

Key Tasks

Represent industry needs and interests

- Evaluate research findings to identify current issues impacting the industry and gaps in policies in the context of changing industry trends
- Engage with stakeholders to identify their business needs and gather feedback on industry views and concerns
- Manage the development of advocacy and representation messages for the government, industry and business community
- Organise dialogues and meetings with relevant ministries, government agencies and stakeholders to represent the industry needs and interests
- Maintain relationships with ministries, government agencies and stakeholders to understand desired outcomes and drive industry development

Drive industry-level projects and initiatives

- Manage strategic projects, events and initiatives for the industry
- Monitor all project deliverables, results and indicators
- Maintain effective relationships with strategic partners and stakeholders to identify growth opportunities for the industry

Drive industry innovation and adoption of technology

- Identify the digital requirements of stakeholders to promote the adoption of technology in businesses
- Execute campaigns and events to promote the adoption of technology and digital initiatives
- Execute programmes and workshops for stakeholders to educate and broaden their knowledge on various aspects of technology and digitalisation

Organise and manage industry development events

- Develop event proposals to management and meet objectives in all stages of activity planning, design and production within time limits and budgets
- Manage the event sponsors, partners, vendors and stakeholders to ensure smooth on-site operations during events
- Manage escalated on-site issues in collaboration with related vendors and stakeholders
- Negotiate with vendors and suppliers to secure service contracts and communicate event deliverables and timelines
- Manage contractual and performance issues with existing vendors and suppliers

Critical Work Functions

Key Tasks

Organise and manage industry development events

- Maintain close relationships with event sponsors, partners, vendors and suppliers for future collaborations
- Work with Branding, Marketing & Communications to develop event marketing campaigns and communication plans that are feasible and effective in delivering key messages
- Review performance metrics and post-event feedback from all stakeholders to determine areas of improvement for future events

Manage budget

- Participate in annual budget forecast, monitor specific budgets and expenditure throughout the year
- Manage financial budgets in accordance with departmental work plan
- Develop events budgets for endorsement by different stakeholders
- Work with Finance to reconcile events expenditure with events budgets
- Evaluate potential opportunities with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Business Environment Analysis	Level 4	Networking	Level 4
Business Negotiation	Level 4	Partnership Management	Level 4
Business Opportunities Development	Level 4	Project Management	Level 4
Business Relationship Building	Level 5	Proposal Writing	Level 3
Contract Development and Management	Level 4	Solutions Design Thinking	Level 4
Emerging Technology	Level 4	Sponsorship Management	Level 4
Events Planning and Management	Level 3	Stakeholder Management	Level 4
Industry Knowledge Research & Analysis	Level 4	Trade Association Advocacy and Representation	Level 4

Critical Core Skills

Collaboration	Intermediate	Communication	Intermediate
Customer Orientation	Intermediate	Sense-Making	Intermediate
Problem Solving	Intermediate		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - CAPABILITY BUILDING SENIOR EXECUTIVE/EXECUTIVE

Sector	Trade Associations and Chambers
Track	Capability Building
Occupation	Senior Executive/Executive

Senior Executive/Executive

Job Role Description

The Capability Building Senior Executive/Executive supports in the development, coordination and delivery of training programmes for industry capability building. He/she is responsible for liaising with external training providers and relevant stakeholders, updating and maintaining training record and database, and responding to participant enquiries. He collects data to facilitate training needs analyses and evaluation of training effectiveness. He also assists with the creation of the desired learning environment and the management of logistics and equipment.

The Capability Building Senior Executive/Executive possesses strong organisation, communication and interpersonal skills. He is analytical, resourceful and collaborates effectively with stakeholders. He is adaptable and adept at managing multiple stakeholders.

Critical Work Functions

Key Tasks

Assess industry landscape and training needs

- Conduct research on the industry landscape to identify emerging trends and developments for assessing training needs
- Engage stakeholders to understand their current and emerging needs in context of training and capability development
- Collect data to facilitate learner profile and training needs analyses
- Engage stakeholders to advise on skills needed based on trends and changes in the macro-environment impacting the industry

Develop and evaluate training effectiveness

- Engage stakeholders to understand desired training outcomes and business objectives
- Draft training programme design specifications based on stakeholder needs
- Analyse training materials to ensure alignment with learner needs
- Implement processes to analyse effectiveness of training delivery methods and materials
- Consolidate data to monitor take-up and completion rates for training programmes
- Collect data to assess impact of training on learner's performance
- Collect feedback from learners and stakeholders
- Attend to learner enquiries related to training programmes

Manage training operations and administration

- Maintain training record and database
- Support external funding application processes
- Coordinate logistics and resources across the organisation and training programmes
- Distribute training materials to learners
- Coordinate training registration and attendance tracking
- Maintain training facilities and equipment

Critical Work Functions

Key Tasks

Manage course collaboration and industry accreditation

- Source for training partners for relevant programme delivery
- Report training partners' efforts and outcomes
- Gather and report contractual and performance issues with existing training partners
- Liaise with respective training institutions or agencies on course collaboration or accreditation
- Conduct research to understand current and emerging industry accreditation policies and requirements
- Implement processes and guidelines to facilitate accreditation and certification management processes

Manage budget

- Report budget utilisation and spending against department key performance indicators within approved departmental financial budget
- Identify potential opportunities with funding providers and partners

Technical Skills and Competencies

Customer Relationship Management Operations	Level 4	Learning Needs Analysis	Level 3
Industry Knowledge, Research and Analysis	Level 3	Learning Programme Evaluation	Level 5
Knowledge Management	Level 4	Partnership Management	Level 3
Learning and Development Programme Management	Level 3	Stakeholder Management	Level 3
Learning Experience Delivery	Level 3		

Critical Core Skills

Developing People	Basic	Communication	Basic
Learning Agility	Basic	Customer Orientation	Basic
Adaptability	Basic		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - CAPABILITY BUILDING MANAGER/ASSISTANT MANAGER

Sector	Trade Associations and Chambers
Track	Capability Building
Occupation	Manager/Assistant Manager

Manager/Assistant Manager

Job Role Description

The Capability Building Manager/Assistant Manager manages the development, administration and delivery of training programmes. He/she manages the training portfolio, monitoring effectiveness and identifying opportunities for improvement. He conducts training needs analyses and oversees the development and delivery of training programmes to reflect desired learning outcomes and learner needs. He conducts ongoing assessments of training programmes, considering take-up rates, training delivery and participant feedback. He manages and fosters relationships with external agencies, organisations and training providers for the delivery and collaboration of training programmes and industry accreditation. He also manages the external funding application processes for the training programmes.

The Capability Building Manager/Assistant Manager is collaborative, adaptable and adept at managing stakeholder relationships. He is creative, analytical and adept at forming connections between skills gaps and training solutions and interventions. He possesses strong critical thinking and communication skills, and is results oriented.

Critical Work Functions

Key Tasks

Assess industry landscape and training needs

- Evaluate research findings to identify skills needed based on trends and changes in the macro-environment impacting the industry
- Evaluate current and emerging stakeholder needs in the context of training and capability development
- Conduct learner profile and training needs analyses for the stakeholders

Develop and evaluate training effectiveness

- Define key training objectives and outcomes to be achieved for the stakeholders
- Develop training programme design specifications based on stakeholder needs
- Develop training materials based on analyses of training objectives and specifications
- Identify potential training delivery modes to facilitate achievement of learning experience objectives
- Analyse data to assess training programme take-up rates, attendance and completion rates
- Evaluate outcomes of training assessments to identify learning and performance gaps and trends
- Identify and recommend potential improvement areas based on analyses against training objectives and performance standards
- Implement training review processes to assess compliance with the regulatory and statutory requirements and standards
- Work with Branding, Marketing & Communications to develop marketing campaigns to promote training and generate more leads

Manage training operations and administration

- Implement training record and database management processes across the organisation
- Manage the external funding application processes
- Manage logistics and resource arrangements across the organisation and training programmes
- Oversee collation and distribution of training materials

Critical Work Functions

Key Tasks

Manage course collaboration and industry accreditation

- Identify potential training partners for relevant programme delivery
- Monitor training partners' efforts and outcomes
- Manage contractual and performance issues with existing training partners
- Maintain relationships with respective training institutions or agencies on course collaboration or accreditation
- Analyse current and emerging industry accreditation policies and requirements
- Design processes and guidelines to facilitate accreditation and certification management processes

Manage budget

- Participate in annual budget forecast, monitor training budgets and expenditure throughout the year
- Manage budgets across the organisation's training programmes
- Evaluate potential opportunities with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Customer Relationship Management Operations	Level 4	Learning Needs Analysis	Level 4
Industry Knowledge, Research and Analysis	Level 4	Learning Programme Evaluation	Level 5
Knowledge Management	Level 5	Partnership Management	Level 4
Learning and Development Programme Management	Level 4	Stakeholder Management	Level 4
Learning Experience Delivery	Level 3		

Critical Core Skills

Developing People	Intermediate	Communication	Intermediate
Learning Agility	Intermediate	Customer Orientation	Intermediate
Adaptability	Intermediate		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK

SKILLS MAP - INTERNATIONALISATION SENIOR EXECUTIVE/EXECUTIVE

Sector	Trade Associations and Chambers
Track	Internationalisation
Occupation	Senior Executive/Executive

Senior Executive/Executive

Job Role Description

The Internationalisation Senior Executive/Executive supports execution of the organisation's internationalisation strategy. He/she facilitates in the organisation, coordination and execution of international business activities through close collaboration with overseas business entities, trade bodies, business associations and government agencies. He engages the members to develop deep understanding of their business needs and objectives for internationalisation opportunities, and identifies the relevant economic and political trends and their impact on the overseas business expansion.

The Internationalisation Senior Executive/Executive possesses knowledge of the local and international business environments as well as the economic and political trends in the relevant markets. He has a keen sense of business acumen, good communication and stakeholder management skills, with the ability to effectively manage multiple stakeholders.

Critical Work Functions	Key Tasks
Build international partnerships and collaborations	<ul style="list-style-type: none"> • Support in the execution of organisation strategies aimed at internationalisation of the businesses • Scan the international business landscape to identify emerging trends and overseas business opportunities for the stakeholders • Identify new or changing regulations in the international business environment which may impact businesses expanding overseas • Engage stakeholders to develop deep understanding of their business needs and objectives for internationalisation opportunities • Facilitate collaboration with overseas business entities, trade bodies, business associations and government agencies to explore trade and investment opportunities • Maintain collaborative relationships with overseas partners and government agencies
Organise and coordinate international business activities	<ul style="list-style-type: none"> • Establish, communicate and maintain timelines and priorities of activities through timeframes, status reporting, emails, etc. • Facilitate in the organisation of international business activities for stakeholders to explore possible business and investment opportunities in the international marketplace • Source and negotiate with external vendors and suppliers to ensure all arrangements are implemented smoothly • Escalate contractual and performance issues with existing vendors and suppliers • Support in the coordination of international business activities in terms of administrative, logistics, inventory, registration, manpower requirements, invoicing and payment arrangements
Execute and manage post international business activities	<ul style="list-style-type: none"> • Collaborate with the sponsors, partners, vendors and stakeholders to drive activity delivery and ensure activities are carried out to expectations • Escalate deviations from activity plans • Collate performance metrics and post-activity feedback from all stakeholders to determine areas of improvement for future activities • Establish rapport with sponsors, partners, vendors and suppliers for future collaborations

Critical Work Functions

Key Tasks

Manage budget

- Report budget utilisation and spending against department key performance indicators within approved departmental financial budget
- Support in the financial planning of international business activities, working closely with the Internationalisation Manager to deliver activities within budget
- Compile activities expenditure for reconciliation with budget
- Identify potential opportunities with funding providers and partners

Technical Skills and Competencies

Business Environment Analysis	Level 3	Industry Knowledge Research & Analysis	Level 3
Business Negotiation	Level 3	Networking	Level 3
Business Opportunities Development	Level 4	New Export Market Entry Strategy Formulation	Level 4
Business Presentation Delivery	Level 3	Partnership Management	Level 3
Business Relationship Building	Level 4	Stakeholder Management	Level 3
Contract Development and Management	Level 3	Trade Association Advocacy and Representation	Level 3
Events Planning and Management	Level 2		

Critical Core Skills

Global Perspective	Basic	Problem Solving	Basic
Collaboration	Basic	Communication	Basic
Customer Orientation	Basic		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - INTERNATIONALISATION DIRECTOR/ASSISTANT DIRECTOR

Sector	Trade Associations and Chambers
Track	Internationalisation
Occupation	Director/Assistant Director

Director/Assistant Director

Job Role Description

The Internationalisation Director/Assistant Director drives the members' international presence through the establishment of business partnerships and collaborations with overseas entities and government agencies to develop cross-border relations for generating trade and investment opportunities. He/she represents the industry needs and interests at international platforms, while facilitating in the overseas business expansion for the members. He also oversees the organisation and execution of international business activities to ensure smooth and successful delivery of the planned activities.

The Internationalisation Director/Assistant Director possesses a sound understanding of the local and international business environments as well as the economic and political trends in the relevant markets. He is forward-looking and has strong business acumen. He exhibits a strategic mindset with the ability to identify potential overseas business expansion opportunities. He has excellent networking, communication, project and stakeholder management skills. He is able to lead negotiations with vendors and effectively manage the multiple stakeholders.

Critical Work Functions

Key Tasks

Build international partnerships and collaborations

- Lead the execution of organisation strategies aimed at internationalisation of the businesses
- Keep abreast of the international business environment and landscape to inform potential business expansion opportunities and compliance requirements
- Assess and generate international business opportunities for stakeholders with the objective of helping them secure overseas sales and/or investments
- Foster collaboration with overseas business entities, trade bodies, business associations and government agencies to develop cross-border relations for generating trade and investment opportunities
- Establish and upkeep strategic partnerships with overseas partners and government agencies to facilitate industry growth internationally
- Represent organisation to share mission, vision and objectives on international platforms and forums

Organise and coordinate international business activities

- Review proposals to management and meet objectives in all stages of activity planning, design and production within time limits and budgets
- Oversee the organisation of international business activities such as overseas business missions, conferences, seminars, trade fairs and exhibitions
- Lead negotiation with key vendors to secure service contracts in adherence to budget
- Rectify contractual and performance issues with existing vendors and suppliers
- Oversee the coordination of international business activities in terms of administrative, logistics, inventory, registration, manpower requirements, invoicing and payment arrangements
- Review marketing campaigns and communication plans that are feasible and effective in delivering key messages and meet communication objectives

Critical Work Functions

Key Tasks

Execute and manage post international business activities

- Oversee the execution of international business activities to ensure that they are carried out to expectations
- Resolve all issues, deviations and participants' enquiries and requests to ensure that the activity is executed as planned
- Lead post-activity reviews based on performance metrics and post-activity feedback to identify areas of improvement
- Build close relationships with sponsors, partners, vendors and suppliers for future collaborations

Manage budget

- Lead the annual budget exercise by delivering the budget for the department, projecting current and future financial needs
- Oversee department's financial budget utilisation against departmental work plans and provide regular updates to management
- Review international business activities budgets to management
- Oversee the reconciliation of activity expenditure with activities budgets
- Cultivate strong relationships with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Business Environment Analysis	Level 5	Industry Knowledge Research & Analysis	Level 5
Business Negotiation	Level 5	Networking	Level 5
Business Opportunities Development	Level 5	New Export Market Entry Strategy Formulation	Level 5
Business Presentation Delivery	Level 5	Partnership Management	Level 5
Business Relationship Building	Level 6	Stakeholder Management	Level 5
Contract Development and Management	Level 5	Trade Association Advocacy and Representation	Level 5
Events Planning and Management	Level 4		

Critical Core Skills

Developing People	Advanced	Customer Orientation	Advanced
Global Perspective	Advanced	Problem Solving	Advanced
Collaboration	Advanced		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - RESEARCH SENIOR ANALYST/ANALYST

Sector	Trade Associations and Chambers
Track	Research
Occupation	Senior Analyst/Analyst

Senior Analyst/Analyst

Job Role Description

The Research Senior Analyst/Analyst conducts research and studies on the industry landscape. He/She performs data collection and analyses on market trends to identify gaps and improvement areas in the industry policies and practices as well as organisation's strategic direction and programmes. He also liaises with strategic partners and stakeholders for collaborative research and data-sharing.

The Research Senior Analyst/Analyst is self-motivated, driven and passionate about learning. He takes the initiative to share research outcomes that are useful to other functions. The role also requires him to be able to analyse and interpret information quickly and to condense and bring across research findings in easily understandable terms. He is analytical and demonstrates cognitive ability to form logical connections. He possesses good communication and collaborative skills to work with other relevant stakeholders in the course of his work.

Critical Work Functions

Key Tasks

Drive research and studies on industry landscape

- Gather access to market intelligence on challenges and needs faced by the industry
- Conduct research on the industry landscape to identify emerging trends and developments impacting the industry
- Perform data collection and analyses
- Perform data analytics using appropriate tools and techniques
- Draft research reports to disseminate findings according to the purpose of research for relevant stakeholders
- Apply relevant ethical standards in preparing publications including articles, papers and thought leadership, based on research findings
- Provide inputs to research designs and frameworks
- Liaise with external stakeholders and partners for collaborative research and data-sharing
- Establish rapport with strategic partners and stakeholders for collaborative research and data-sharing

Provide consultation and evaluation in policies, practices, programmes and directions

- Identify gaps in industry policies and practices based on research findings
- Identify areas that require a change in policies or practices based on research findings
- Identify areas of improvement for the organisation's strategic direction and programmes based on research findings

Manage budget

- Report budget utilisation and spending against department key performance indicators within approved departmental financial budget
- Identify potential opportunities with funding providers and partners

Technical Skills and Competencies

Business Environment Analysis	Level 3	Industry Knowledge, Research and Analysis	Level 3
Business Presentation Delivery	Level 3	Knowledge Management	Level 4
Data Analytics	Level 2	Research Data Analysis	Level 3
Data Governance	Level 4	Research Data Collection and Management	Level 3
Data Mining and Modelling	Level 2	Research Findings Communication	Level 3

Critical Core Skills

Sense-Making	Intermediate	Collaboration	Basic
Global Perspective	Intermediate	Communication	Basic
Digital Fluency	Intermediate		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - RESEARCH MANAGER/ASSISTANT MANAGER

Sector	Trade Associations and Chambers
Track	Research
Occupation	Manager/Assistant Manager

Manager/Assistant Manager

Job Role Description

The Research Manager/Assistant Manager manages the conduct of research and studies on the industry landscape in accordance with the ethical standards and guidelines. He/She conceptualises research designs and frameworks for execution, and validates results and findings in collaboration with relevant stakeholders. He evaluates and applies research findings to enhance industry policies and practices, and organisation's strategic direction and programmes. He manages research budget and relationships with strategic partners and stakeholders on collaborative research, data-sharing and potential funding opportunities.

The Research Manager/Assistant Manager is analytical, insightful, and possesses critical thinking and organisational skills. He is resourceful and passionate in what he does. He has keen business acumen, strong interpersonal and communication skills to be able to work with relevant stakeholders and provide consultation.

Critical Work Functions

Key Tasks

Drive research and studies on industry landscape

- Analyse market intelligence on challenges and needs faced by the industry
- Evaluate research findings to identify economic and business issues impacting the industry
- Validate results of data analyses in collaboration with relevant stakeholders
- Develop forecasts and projections on emerging market needs based on data analytics findings
- Review research reports to disseminate findings according to the purpose of research for relevant stakeholders
- Review draft publications, including articles, papers and thought leadership, according to the ethical standards and guidelines around publications
- Conceptualise research designs and frameworks
- Collaborate research and data-sharing with external stakeholders and partners, including government agencies, trade associations, academia and consultancy firms
- Maintain effective relationships with strategic partners and stakeholders for collaborative research and data-sharing

Provide consultation and evaluation in policies, practices, programmes and directions

- Assess gaps in industry policies and practices based on research findings
- Work with Industry Development and relevant stakeholders to drive implementation for change in policies or practices based on research findings
- Review organisation's strategic direction and programmes based on research findings

Manage budget

- Participate in annual budget forecast, monitor research budgets and expenditure throughout the year
- Manage financial budgets in accordance with departmental work plans
- Evaluate potential opportunities with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Business Environment Analysis	Level 4	Knowledge Management	Level 5
Business Presentation Delivery	Level 4	Research Data Analysis	Level 4
Data Analytics	Level 3	Research Data Collection and Management	Level 4
Data Governance	Level 4	Research Findings Communication	Level 4
Data Mining and Modelling	Level 3	Strategy Planning	Level 3
Industry Knowledge, Research and Analysis	Level 4		

Critical Core Skills

Sense-Making	Intermediate	Collaboration	Intermediate
Global Perspective	Intermediate	Communication	Intermediate
Digital Fluency	Intermediate		



TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - RESEARCH DIRECTOR/ASSISTANT DIRECTOR

Sector	Trade Associations and Chambers
Track	Research
Occupation	Director/Assistant Director

Director/Assistant Director

Job Role Description

The Research Director/Assistant Director oversees design, execution and evaluation of research and studies on the industry landscape. He/She leads research projects, establishing direction and frameworks for implementation in adherence to ethical standards and guidelines. He advocates for changes to industry policies and practices as well as organisation's strategic direction and programmes based on research conclusions and strategic foresight. He also drives collaborative research and data-sharing with external stakeholders.

The Research Director/Assistant Director is up-to-date with the latest market trends. He is highly analytical and conceptual. He is able to think strategically and work in a fast paced and constantly changing environment. He is forward-looking and has strong business acumen. He possesses strong judgement and foresight, and is able to draw insights from various perspectives. He also has excellent interpersonal and communication skills to drive collaboration and consultation with external stakeholders.

Critical Work Functions

Key Tasks

Drive research and studies on industry landscape

- Evaluate market intelligence on challenges and needs faced by the industry to inform research priorities
- Lead research projects and provide direction for research
- Provide direction for data collection and analyses
- Draw insights and foresights on emerging market needs to inform organisation strategies
- Present research reports and findings to target stakeholders for advocacy
- Establish best practices and drive adherence to ethical standards and guidelines surrounding publications
- Review research designs and frameworks based on organisational strategies
- Drive collaborative research and data-sharing with external stakeholders and partners, including government agencies, trade associations, academia and consultancy firms
- Build effective relationships with strategic partners and stakeholders for collaborative research and data-sharing

Provide consultation and evaluation in policies, practices, programmes and directions

- Evaluate effectiveness of industry policies and practices based on research findings
- Collaborate with Industry Development and relevant stakeholders to advocate for change in policies or practices based on research findings
- Drive improvements in the organisation's strategic direction and programmes based on research findings

Manage budget

- Lead the annual budget exercise by delivering the budget for the department, projecting current and future financial needs
- Oversee department's financial budget utilisation against departmental work plans and provide regular updates to management
- Cultivate strong relationships with funding providers and partners to ensure alignment with the organisation's strategies and policies

Technical Skills and Competencies

Business Environment Analysis	Level 5	Knowledge Management	Level 6
Business Presentation Delivery	Level 5	Research Data Analysis	Level 5
Data Analytics	Level 3	Research Data Collection and Management	Level 5
Data Governance	Level 5	Research Findings Communication	Level 5
Data Mining and Modelling	Level 4	Strategy Planning	Level 4
Industry Knowledge, Research and Analysis	Level 5		

Critical Core Skills

Developing People	Advanced	Digital Fluency	Advanced
Sense-Making	Advanced	Collaboration	Advanced
Global Perspective	Advanced		

APPENDIX B

OVERVIEW OF TECHNICAL SKILLS AND COMPETENCIES (TSCs)

Trade Associations and Chambers Competency Framework Technical Skills and Competencies (TSC)								
TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Analytical, Conceptual and Evaluative	Business Environment Analysis	Analyse data pertaining to the business landscape and environment, including competitor-analysis			●	●	●	●
	Business Opportunities Development	Capitalise on local and international business opportunities to create value to customers continuously and evaluate, identify and analyse business opportunities that are commercially viable				●	●	●
Business Development	Business Presentation Delivery	Perform required tasks to prepare and present information in various business settings involving preparation, understanding of audience, delivery and tailoring of messages to be conveyed			●	●	●	
	Business Relationship Building	Formulate business partnership strategies and establish relevant networks of strategic partners that provide value to the organisation			●	●	●	●
	Data Analytics	Implement data analytics within the organisation to generate business insights and intelligence through the use of statistical and computational techniques and tools, algorithms, predictive data modelling and data visualisation		●	●			
	Networking	Identify and establish industry stakeholder relationships at all levels of business operations to further the organisation's strategies and objectives			●	●	●	
	Budgeting	Prepare budgets to support short- and long-term organisational plans through forecasting, allocation and financial policy setting			●	●	●	●
Business Management	Business Innovation and Improvement	Transform businesses through innovation and embrace changes to drive improvements			●	●	●	
	Continuous Improvement Management	Apply continuous improvement processes to optimise operating cost, task efficiency and effectiveness in production, services and processes		●	●	●	●	

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Business Management	Contract Development and Management	Manage contract creation, evaluation, negotiation and tendering to maximise operation and financial performance of an organisation			●	●	●	
	Disruption Management	Lead radical changes in industry or organisational strategies involving new products or services that create new opportunities and challenge the incumbent operating models					●	●
	Management Decision Making	Make financial decisions based on management reports			●	●	●	●
	Proposal Writing	Research, strategise, draft and evaluate business proposals to respond to business opportunities		●	●	●		
	Solutions Design Thinking	Construct solution based upon logic, imagination, intuition, and systemic reasoning, to explore possibilities of what can be and create desired outcomes that benefit the organisation and customers			●	●	●	
Customer Acquisition and Retention	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers			●	●	●	
	Customer Loyalty and Retention Strategy Formulation	Formulate and implement customer loyalty and retention strategies based on data from customer relationship management				●	●	●
	Customer Relationship Management Operations	Manage and analyse customer data to foster long-term relationships with customers and drive sales growth			●	●	●	
Executive Leadership	Business Ethics and Values Management	Identify impact of organisational values on corporate performance and formulate strategies and programmes to advocate organisational values and ethical code of conduct						●
	Effective Board Member	Manage relationships with board members and participate in policy development initiatives to maximise shareholders' value						●
	Organisation and Board Relationship	Collaborate with board members within the requirements of corporate governance, manage relationships with the board and provide strategic leadership						●

Appendix B: Overview of Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels						
			1	2	3	4	5	6	
Executive Leadership	Organisation Representative	Represent the organisation positively, communicate key messages in various forums and events and adapt communication styles to suit audience expectations							●
	Vision Leadership	Articulate clear, inspiring organisational goals, plans and priorities, as well as, display behavioural characteristics within the workplace in accordance to organisational values				●	●	●	
Export Market Development	New Export Market Entry Strategy Formulation	Develop strategic plans to enter new export markets in foreign countries, based on assessed costs, benefits and risks involved				●	●	●	
General Business Management	Project Management	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems			●	●	●	●	
General Management	Business Negotiation	Conduct negotiations to establish win-win outcomes for the organisation			●	●	●	●	
	Change Management	Manage organisational change management systems to drive organisation success and outcomes by preparing, equipping and supporting adoption of change				●	●	●	
	Financial Management	Manage organisation's short and long-term financial needs. This involves reviewing an organisation's financial risk position and refining the finance and financial risk philosophy of the organisation			●	●	●		
	Risk Management	Oversee compliance to policies, frameworks and procedures in the department to ensure the integrity of operations and manage risks			●	●	●	●	
	Strategy Implementation	Develop implementation plans to achieve organisation and department strategies and goals			●	●	●		
	Strategy Planning	Analyse and interpret the environment and develop department and organisation strategies and policies, in consultation with relevant stakeholders			●	●	●	●	
	Vendor Management	Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, and compliance standards			●	●	●		
	Workplace Safety and Health	Establish a workplace safety and health system as well as maintain and comply with Workplace Safety and Health policies and procedures	●		●	●			

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Governance and Compliance	Data Governance	Develop and implement guidelines, laws, and regulations across the organisation for the handling of data at various stages in its lifecycle as well as the provision of advice on proper data handling and resolution of data breaches in a range of complex, ambiguous or multi-faceted contexts				●	●	●
Industry Development	Industry Knowledge, Research and Analysis	Perform market research activities to keep abreast of industry trends and developments, and apply domain knowledge and research in relevant work			●	●	●	●
	Trade Association Advocacy and Representation	Drive end-to-end process of advocacy and representation, from championing the industry stakeholders' feedback and needs to engaging and collaborating with key government bodies and partners to address the needs			●	●	●	
Infocomm Technology	Emerging Technology	Review new developments in emerging technologies as well as lead analysis of emerging technologies			●	●	●	
Infocomm Technology and Data	Knowledge Management	Develop and deploy systematic management of information within databases, documents, policies and procedures, as well as promote knowledge as a strategic organisational asset and key enabler of organisational learning				●	●	●
	Technology Adoption and Innovation	Integrate technologies into organisational operations to optimise efficiency and effectiveness of work processes		●	●	●	●	
Learning Delivery	Learning Experience Delivery	Drive learning delivery activities to facilitate learning experiences, knowledge transfer and skills application			●	●		
Learning Design	Learning Needs Analysis	Assess capability and performance within an organisation to identify learning needs			●	●		
Learning Programme Development and Delivery	Learning Programme Evaluation	Evaluate the effectiveness of learning experiences and modify the teaching approaches and materials accordingly					●	●
Marketing	Content Marketing Strategy	Develop strategy for delivering consistent messaging through content on various platforms, including the conceptualisation and development of content and the optimisation of content delivery parameters to attract and engage target audience			●	●	●	

Appendix B: Overview of Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels						
			1	2	3	4	5	6	
Marketing Communications	Brand Management	Co-create the organisation's projected brand and reputation with the industry, consider industry's perspectives and the organisation's desired image and priorities. This also includes the development and execution of branding campaigns, public relations and reputation management strategies to sustain or enhance the desired brand			●	●	●		
	Digital Marketing	Develop, execute and evaluate digital marketing strategies and campaigns to promote online presence and deliver value propositions through the use of various digital marketing channels and platforms			●	●	●		
	Events Planning and Management	Develop, manage and execute event plans according to agreed timelines and budgetary requirements	●		●	●			
	Marketing Campaign Management	Develop evaluation strategies for marketing campaign effectiveness and analyse data to provide recommendations for improvements in future marketing campaigns			●	●	●		
	Marketing Communications Plan Development	Formulate, develop and implement marketing communications plans and evaluate tools and vehicles appropriate to reflect effective execution of communications strategies			●	●	●		
	Media Strategy Development	Develop, execute and evaluate media strategies and plans to assess impact of media advertising across channels in relation to target customers			●	●	●		
	Public Relations Management	Develop public relations strategies and manage public relations communications and activities to achieve organisational public relations objectives			●	●	●		
	Social Media Marketing	Formulate, execute and evaluate social media strategic plans to establish positive relationships with industry and social media colleagues and proactively seek and evaluate innovative marketing opportunities			●	●	●		
People and Relationship Management	Sponsorship Management	Identify sponsorship requirements and organise activities according to sponsorship agreements and financial parameters			●	●	●		

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
People Management	People and Performance Management	Establish and implement performance management and remuneration strategies in the organisation to drive business results				●	●	●
Project Management	Manpower Planning	Estimate and fulfil manpower requirements to achieve business goals and targets				●	●	
	Project Feasibility Assessment	Assess the business environment and organisational capabilities to evaluate and determine the feasibility of a project			●	●	●	●
Research and Data Analytics	Data Mining and Modelling	Establish and deploy data modelling techniques to support narrative and predictive analytics efforts and identify trends and patterns for simulation and forecasting purposes		●	●	●		
Research Practice	Research Data Analysis	Analyse research data, interpret results generated and link them to the research questions or related findings in scientific literature to derive new insights			●	●	●	
	Research Data Collection and Management	Collect research data and manage research databases, including extracting required data and managing data storage			●	●	●	
	Research Findings Communication	Communicate research findings effectively to the target audiences using communication methods in accordance to established standards in the scientific community			●	●	●	●
Risk and Compliance Management	Business Continuity Planning	Develop and implement business continuity plans for organisational preparedness of disruptive events				●	●	●
	Corporate Governance	Develop and manage organisation's corporate governance framework, compliance policies and culture. This includes compliance to regulatory frameworks and global leading practices in similar organisations				●	●	●
	Legal Compliance Management	Manage organisation's compliance with relevant legislative and regulatory requirements			●	●	●	●
Risk Management and Regulatory Compliance	Internal Controls	Evaluate effectiveness and efficiency of internal controls			●	●	●	

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Stakeholder and Contract Management	Partnership Management	Build cooperative partnerships with inter-organisational and external stakeholders and leverage these relations to meet organisational objectives. This includes coordinating and strategising with internal and external stakeholders through close cooperation and exchange of information to solve problems			●	●	●	●
	Stakeholder Management	Manage stakeholders expectations and needs by aligning those with requirements and objectives of the organisation. This involves planning of actions to effectively communicate with, negotiate with and influence stakeholders			●	●	●	●
Workforce Development	Learning and Development Programme Management	Establish and implement learning and development programmes and channels to facilitate employees' growth and capability building			●	●	●	

Source: SkillsFuture Singapore

APPENDIX B-1

GENERAL DESCRIPTORS FOR TECHNICAL SKILLS AND COMPETENCIES (TSCs)

Level	Responsibilities (Degree of Supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant areas of work, strategy or overall satisfaction	Empowered to chart direction and practices within and outside of work (including professional field/ community), to achieve/exceed work results	Complex	<ul style="list-style-type: none"> Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice Demonstrate exemplary ability to innovate, and formulate new ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex	<ul style="list-style-type: none"> Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work Manage and drive complex work activities
4	Work under broad direction Hold accountability for performances of self and others	Exercise judgement, adapt and influence to achieve work performance	Less routine	<ul style="list-style-type: none"> Evaluate and develop factual and conceptual knowledge within a field of work Select and apply a range of cognitive and technical skills to solve non-routine/ abstract problems Manage work activities which may be unpredictable Facilitate the implementation of innovation
3	Work under broad direction May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	<ul style="list-style-type: none"> Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to other for guidance	Routine	<ul style="list-style-type: none"> Understand and apply factual and procedural knowledge in a field of work Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools Present ideas and improve work
1	Work under direct supervision assigned Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	<ul style="list-style-type: none"> Recall factual and procedural knowledge Apply basic skills to carry out defined tasks Identify opportunities for minor adjustments to work tasks

APPENDIX C

OVERVIEW OF CRITICAL CORE SKILLS (CCSS)

CCS	CCS Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Creative Thinking	Adopt diverse perspectives in combining ideas or information and making connections between different fields to create different ideas, improvements and solutions.	Connect ideas or information to propose and test ideas, improvements and solutions which challenge current assumptions or ways of working.	Integrate multiple ideas and information from across various fields to develop solutions and new ways of working which address specific issues and deliver impact.	Cultivate a culture of innovation and creativity across the organisation to push boundaries and reshape goals and possibilities.
Decision Making	Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals.	Follow processes to make decisions which achieve intended goals using given information and guidelines.	Implement structured decision making processes and analyse multiple sources of information to propose solutions.	Define decision making criteria, processes and strategies and evaluate their effectiveness.
Problem Solving	Generate effective and efficient solutions to solve problems and capitalise on new opportunities.	Identify problems and implement guidelines and procedures to solve problems and test solutions.	Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions.	Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organisation.
Sense Making	Leverage sources of qualitative and quantitative information and data to recognise patterns, spot opportunities, infer insights and inform decisions.	Organise and interpret information to identify relationships and linkages.	Analyse information and data and uncover patterns, opportunities and impacts.	Evaluate relationships, patterns and trends to inform actions and generate wider insights.
Transdisciplinary Thinking	Apply concepts from multiple disciplines, and synthesise different areas of knowledge and insights to guide decisions, foster cooperation and drive continuous improvement.	Explore concepts from outside one's field of expertise to supplement one's knowledge, proficiency and work practices.	Identify opportunities for transdisciplinary collaboration and knowledge transfer to facilitate the integration of knowledge from different disciplines.	Endorse collaboration and the integration of knowledge across disciplines to make decisions and solve problems within and outside the organisation.

CCS	CCS Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Building Inclusivity	Collaborate with stakeholders from different backgrounds or with different abilities, including diversity dimensions such as race, ethnicity, religion, gender orientation, age, physical and learning ability, education, socio-economic status and political belief, to understand the interests of diverse groups and build an inclusive work environment.	Demonstrate sensitivity to the differences in diversity dimensions and perspectives.	Manage relationships across diverse groups within the organisation.	Oversee the development and implement processes and practices which build an inclusive work environment and enable diverse groups to work effectively together.
Collaboration	Manage relationships and work collaboratively and effectively with others to achieve goals.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals.	Build relationships and work effectively with internal and external stakeholders to create synergies in working towards shared goals.	Establish team effectiveness and manage partnerships to create a cooperative working environment which enables the achievement of goals.
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate with others to share information, respond to general inquiries and obtain specific information.	Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information.	Synthesise information and inputs to communicate an overarching storyline to multiple stakeholders.
Customer Orientation	Identify the needs of customers, both internal and external, to deliver an effective customer experience.	Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience.	Build relationships with customers to anticipate needs and solicit feedback to improve the customer experience.	Foster the creation of an effective customer experience.
Developing People	Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Create individual career and development plans, and support co-workers in performing their work activities.	Develop and coach team members to identify and leverage their strengths to enhance performance.	Foster a conducive environment to enable employees' professional and personal development, in alignment with the organisation's objectives and goals.

CCS	CCS Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Influence	Influence behaviours, beliefs or attitudes in order to achieve desired outcomes and solutions.	Demonstrate empathy to understand the feelings and actions of others and communicate in ways that limit misunderstandings and influence others on operational issues.	Develop relationships with stakeholders to build confidence, alignment and communicate desired purpose, goals or objectives.	Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance.
Adaptability	Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts.	Modify behaviours and approaches to respond to changes and evolving contexts.	Manage change in evolving contexts.	Foster a culture of flexibility that caters to changes and evolving contexts.
Digital Fluency	Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing.	Perform work processes and activities using identified digital technology tools, systems and software.	Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities.	Drive the creation of a digital culture and environment, educating stakeholders across the organisation on the benefits and risks of digital technology tools, systems and software.
Global Perspective	Operate in cross-cultural environments, demonstrating an awareness of the wider global context and markets to identify potential opportunities and risks.	Demonstrate an understanding of global challenges and opportunities to work effectively in a cross-cultural environment.	Develop global networks and determine impact of global context and trends on the organisation's vision, objectives and operating climate.	Lead the resolution of the challenges of operating in a cross-cultural environment and build the organisation's capabilities to compete in a global environment.
Learning Agility	Deploy different learning approaches which enable continuous learning across different contexts to drive self development and the achievement of long-term career goals.	Identify opportunities and targets for learning to facilitate continuous career development.	Deploy various learning approaches in different settings to maximise opportunities for learning and self-reflection and measure their impact on the achievement of career goals.	Establish an organisational culture of continuous learning to encourage the adoption of new learning approaches and identification of new learning opportunities.
Self Management	Take ownership of managing one's personal effectiveness, personal brand and holistic physical, mental, emotional and social well-being.	Exercise self-awareness by monitoring own behaviours and ways of working in personal and professional capacities, and implement techniques for improvement.	Analyse own well-being and personal effectiveness to develop strategies to regulate self and build personal brand.	Evaluate strategies to manage own well-being, personal effectiveness and personal brand.

Source: SkillsFuture Singapore

APPENDIX C-1

CRITICAL CORE SKILLS (CCSs) PROFICIENCY LEVEL RULER

Proficiency Level	Responsibility	Autonomy	Complexity	Knowledge & Abilities	Typical Sample Action Words
Advanced	Accountable for significant area of work, strategy, or overall direction	Empower to chart direction and practices to exceed objectives/results	Complex	<ul style="list-style-type: none"> • Synthesise breadth and depth of knowledge to influence thinking, present new ideas and push boundaries • Drive innovation and solution development to address complex issues or problems • Role model the competency across complex, varied situations 	Direct, Evaluate, Assess, Guide, Formulate, Drive, Design, Synchronise, Establish, Lead
Intermediate	<p>Work under broad direction</p> <p>Accountable for performance of self and others</p>	<p>Exercise judgment</p> <p>Adapt and influence stakeholders to achieve work performance</p>	Less Routine	<ul style="list-style-type: none"> • Evaluate diverse information and demonstrate advanced knowledge within a broad work area • Facilitate the implementation of innovation and integrate ideas to solve less routine problems • Share knowledge, guiding others where required 	Plan, Develop, Monitor, Analyse, Review, Implement, Recommend
Basic	<p>Work under supervision and guidance</p> <p>Accountable for a set of broader tasks or performance of self</p>	<p>Use limited discretion to respond to issues</p> <p>Work with others to contribute to work performance</p>	Routine	<ul style="list-style-type: none"> • Apply understanding and knowledge when performing differentiated work activities • Follow instructions and guidelines to carry out activities and solve routine problems 	Consolidate, Conduct, Collate, Operate, Support, Prepare, Perform, Deploy

Source: SkillsFuture Singapore

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