

FULL VERSION: 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.

22 Skills Maps in the TAC Sector

Skills Maps	
Chief Executive Officer/Executive Director	
Strategy & Governance	Senior Executive/Executive, Strategy & Governance
	Manager/Assistant Manager, Strategy & Governance
	Director/Assistant Director, Strategy & Governance
Membership	Senior Executive/Executive, Membership
	Manager/Assistant Manager, Membership
	Director/Assistant Director, Membership
Branding, Marketing & Communications	Senior Executive/Executive, Branding, Marketing & Communications
	Manager/Assistant Manager, Branding, Marketing & Communications
	Director/Assistant Director, Branding, Marketing & Communications
Industry Development	Senior Executive/Executive, Industry Development
	Manager/Assistant Manager, Industry Development
	Director/Assistant Director, Industry Development
Capability Building	Senior Executive/Executive, Capability Building
	Manager/Assistant Manager, Capability Building
	Director/Assistant Director, Capability Building
Internationalisation	Senior Executive/Executive, Internationalisation
	Manager/Assistant Manager, Internationalisation
	Director/Assistant Director, Internationalisation
Research	Senior Analyst/Analyst, Research
	Manager/Assistant Manager, Research
	Director/Assistant Director, Research

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	
Job Role Title	Chief Executive Officer / Executive Director	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Drive sector development plans	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	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 corporate governance and risk management	Drive pursuit of new growth opportunities to drive long-term sustainability of the organisation
		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
	Drive Board governance and management	Keep abreast of changes in compliance requirements and ensure changes to policies and procedures are communicated to the organisation
		Lead organisation to achieve the organisation's goals and strategies as defined by the Council/ Board
		Leads 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	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		
		Oversees resource allocation and utilisation for efficient organisation's operations		
	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				
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Brand Management	Level 5	Developing People	Advanced
	Budgeting	Level 6	Decision Making	Advanced
	Business Continuity Planning	Level 6	Sense-Making	Advanced
	Business Environment Analysis	Level 6	Global Perspective	Advanced
	Business Ethics and Values Management	Level 6	Communication	Advanced
	Business Innovation and Improvement	Level 5		
	Business Negotiation	Level 6		
	Business Opportunities Development	Level 6		
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 6		
	Change Management	Level 6		
	Continuous Improvement Management	Level 5		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 6		
	Data Governance	Level 6		
	Data Mining and Modelling	Level 4		
	Disruption Management	Level 6		
	Effective Board Member	Level 6		
	Emerging Technology	Level 5		
	Financial Management	Level 5		
	Industry Knowledge, Research and Analysis	Level 6		
	Internal Controls	Level 5		
	Knowledge Management	Level 6		
	Legal Compliance Management	Level 6		

Management Decision Making	Level 6
Networking	Level 5
New Export Market Entry Strategy Formulation	Level 6
Organisation and Board Relationship	Level 6
Organisation Representative	Level 6
Partnership Management	Level 6
People and Performance Management	Level 6
Project Feasibility Assessment	Level 6
Project Management	Level 6
Research Findings Communication	Level 6
Risk Management	Level 6
Stakeholder Management	Level 6
Strategy Implementation	Level 5
Strategy Planning	Level 6
Technology Adoption and Innovation	Level 6
Trade Association Advocacy and Representation	Level 5
Vision Leadership	Level 6
Workplace Safety and Health	Level 4

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			
Job Role Title	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 and Key Tasks	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			
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 3	Problem Solving	Basic
	Business Continuity Planning	Level 4	Sense-Making	Basic
	Business Environment Analysis	Level 3	Global Perspective	Basic
	Business Innovation and Improvement	Level 3	Communication	Basic
	Business Negotiation	Level 3	Decision Making	Basic
	Business Opportunities Development	Level 4		
	Business Presentation Delivery	Level 3		
	Business Relationship Building	Level 3		
	Continuous Improvement Management	Level 3		
	Contract Development and Management	Level 3		

	Corporate Governance	Level 4	
	Data Analytics	Level 2	
	Data Governance	Level 4	
	Data Mining and Modelling	Level 2	
	Emerging Technology	Level 3	
	Industry Knowledge, Research and Analysis	Level 3	
	Internal Controls	Level 3	
	Knowledge Management	Level 4	
	Legal Compliance Management	Level 3	
	Management Decision Making	Level 3	
	Networking	Level 3	
	Partnership Management	Level 3	
	Project Feasibility Assessment	Level 3	
	Project Management	Level 3	
	Proposal Writing	Level 2	
	Risk Management	Level 3	
	Stakeholder Management	Level 3	
	Strategy Implementation	Level 3	
	Strategy Planning	Level 4	
	Technology Adoption and Innovation	Level 3	
	Vendor Management	Level 3	
	Workplace Safety and Health	Level 1	

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			
Job Role Title	Manager/Assistant Manager			
Job Role Description	<p>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.</p> <p>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.</p>			
Critical Work Functions and Key Tasks	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 functions	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 4	Problem Solving	Intermediate
	Business Continuity Planning	Level 4	Sense-Making	Intermediate
	Business Environment Analysis	Level 4	Global Perspective	Intermediate

	Business Innovation and Improvement	Level 4	Communication	Intermediate
	Business Negotiation	Level 4	Decision Making	Intermediate
	Business Opportunities Development	Level 4		
	Business Presentation Delivery	Level 4		
	Business Relationship Building	Level 4		
	Change Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Corporate Governance	Level 4		
	Data Analytics	Level 2		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 3		
	Emerging Technology	Level 4		
	Financial Management	Level 3		
	Industry Knowledge, Research and Analysis	Level 4		
	Internal Controls	Level 4		
	Knowledge Management	Level 5		
	Legal Compliance Management	Level 4		
	Management Decision Making	Level 4		
	Manpower Planning	Level 4		
	Networking	Level 4		
	Partnership Management	Level 4		
	People and Performance Management	Level 4		
	Project Feasibility Assessment	Level 4		
	Project Management	Level 4		
	Proposal Writing	Level 3		
	Risk Management	Level 4		
	Stakeholder Management	Level 4		
	Strategy Implementation	Level 4		
	Strategy Planning	Level 5		
	Technology Adoption and Innovation	Level 4		
	Vendor Management	Level 4		
	Vision Leadership	Level 4		
Workplace Safety and Health	Level 3			

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	
Job Role Title	Director/Assistant Director	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 5	Developing People	Advanced
	Business Continuity Planning	Level 5	Problem Solving	Advanced
	Business Environment Analysis	Level 5	Sense-Making	Advanced
	Business Innovation and Improvement	Level 5	Global Perspective	Advanced
	Business Negotiation	Level 5	Communication	Advanced
	Business Opportunities Development	Level 5		
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 5		
	Change Management	Level 5		
	Continuous Improvement Management	Level 5		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 5		
	Data Analytics	Level 3		
	Data Governance	Level 5		
	Data Mining and Modelling	Level 4		
	Disruption Management	Level 5		
	Effective Board Member	Level 6		
	Emerging Technology	Level 5		
	Financial Management	Level 4		
	Industry Knowledge, Research and Analysis	Level 5		
	Internal Controls	Level 5		
	Knowledge Management	Level 6		
	Legal Compliance Management	Level 5		
	Management Decision Making	Level 5		
	Manpower Planning	Level 5		
	Networking	Level 5		
	Organisation and Board Relationship	Level 6		
	Partnership Management	Level 5		
	People and Performance Management	Level 5		
	Project Feasibility Assessment	Level 5		
	Project Management	Level 5		
	Proposal Writing	Level 4		
Risk Management	Level 5			
Stakeholder Management	Level 5			
Strategy Implementation	Level 5			

	Strategy Planning	Level 6	
	Technology Adoption and Innovation	Level 5	
	Vendor Management	Level 5	
	Vision Leadership	Level 5	
	Workplace Safety and Health	Level 3	

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – MEMBERSHIP SENIOR EXECUTIVE/EXECUTIVE		
Sector	Trade Associations and Chambers	
Track	Membership	
Occupation	Senior Executive/Executive	
Job Role Title	Senior Executive/Executive	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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.		
	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 3	Communication	Basic
	Business Continuity Planning	Level 4	Customer Orientation	Basic
	Business Innovation and Improvement	Level 3	Collaboration	Basic
	Business Negotiation	Level 3	Sense-Making	Basic
	Business Presentation Delivery	Level 3	Problem Solving	Basic
	Business Relationship Building	Level 3		
	Continuous Improvement Management	Level 2		
	Contract Development and Management	Level 3		
	Customer Acquisition Management	Level 3		

	Customer Loyalty and Retention Strategy Formulation	Level 4	
	Customer Relationship Management Operations	Level 3	
	Data Analytics	Level 2	
	Data Governance	Level 4	
	Data Mining and Modelling	Level 2	
	Events Planning and Management	Level 2	
	Industry Knowledge, Research and Analysis	Level 3	
	Knowledge Management	Level 4	
	Legal Compliance Management	Level 3	
	Management Decision Making	Level 3	
	Networking	Level 3	
	Partnership Management	Level 3	
	Project Feasibility Assessment	Level 3	
	Project Management	Level 3	
	Proposal Writing	Level 2	
	Risk Management	Level 3	
	Solutions Design Thinking	Level 3	
	Sponsorship Management	Level 3	
	Stakeholder Management	Level 3	
	Technology Adoption and Innovation	Level 3	
	Trade Association Advocacy and Representation	Level 3	
	Vendor Management	Level 3	
	Workplace Safety and Health	Level 1	

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – MEMBERSHIP MANAGER/ASSISTANT MANAGER		
Sector	Trade Associations and Chambers	
Track	Membership	
Occupation	Manager/Assistant Manager	
Job Role Title	Manager/Assistant Manager	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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
	Drive advocacy and member engagement	Monitor the effectiveness of all marketing campaigns and promotional materials and identify areas for change or improvement
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		
	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			
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 4	Communication	Intermediate
	Business Continuity Planning	Level 4	Customer Orientation	Intermediate
	Business Innovation and Improvement	Level 4	Collaboration	Intermediate
	Business Negotiation	Level 4	Sense-Making	Intermediate
	Business Opportunities Development	Level 4	Problem Solving	Intermediate

Business Presentation Delivery	Level 4
Business Relationship Building	Level 4
Change Management	Level 4
Continuous Improvement Management	Level 3
Contract Development and Management	Level 4
Corporate Governance	Level 4
Customer Acquisition Management	Level 4
Customer Loyalty and Retention Strategy Formulation	Level 5
Customer Relationship Management Operations	Level 4
Data Analytics	Level 2
Data Governance	Level 4
Data Mining and Modelling	Level 2
Events Planning and Management	Level 3
Industry Knowledge, Research and Analysis	Level 4
Knowledge Management	Level 5
Legal Compliance Management	Level 4
Management Decision Making	Level 4
Manpower Planning	Level 4
Networking	Level 4
Partnership Management	Level 4
People and Performance Management	Level 4
Project Feasibility Assessment	Level 4
Project Management	Level 4
Proposal Writing	Level 3
Risk Management	Level 3
Solutions Design Thinking	Level 4
Sponsorship Management	Level 4
Stakeholder Management	Level 4
Strategy Implementation	Level 3
Strategy Planning	Level 3
Technology Adoption and Innovation	Level 4
Trade Association Advocacy and Representation	Level 3
Vendor Management	Level 4
Vision Leadership	Level 4
Workplace Safety and Health	Level 3

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – MEMBERSHIP DIRECTOR/ASSISTANT DIRECTOR		
Sector	Trade Associations and Chambers	
Track	Membership	
Occupation	Director/Assistant Director	
Job Role Title	Director/Assistant Director	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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
		Build effective working relationships with ministries, government agencies and members and serve as a liaison between the government agencies and 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		
	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 5	Developing People	Advanced
	Business Continuity Planning	Level 5	Communication	Advanced
	Business Innovation and Improvement	Level 5	Customer Orientation	Advanced
	Business Negotiation	Level 5	Collaboration	Advanced
	Business Opportunities Development	Level 5	Sense-Making	Advanced
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 5		
	Change Management	Level 5		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 4		
	Customer Acquisition Management	Level 5		
	Customer Loyalty and Retention Strategy Formulation	Level 6		
	Customer Relationship Management Operations	Level 5		
	Data Governance	Level 5		
	Data Mining and Modelling	Level 3		
	Disruption Management	Level 5		
	Effective Board Member	Level 6		
	Events Planning and Management	Level 4		
	Industry Knowledge, Research and Analysis	Level 5		

	Knowledge Management	Level 6	
	Legal Compliance Management	Level 5	
	Management Decision Making	Level 5	
	Manpower Planning	Level 5	
	Networking	Level 5	
	Organisation and Board Relationship	Level 6	
	Partnership Management	Level 5	
	People and Performance Management	Level 5	
	Project Feasibility Assessment	Level 5	
	Project Management	Level 5	
	Proposal Writing	Level 4	
	Risk Management	Level 4	
	Solutions Design Thinking	Level 5	
	Sponsorship Management	Level 5	
	Stakeholder Management	Level 5	
	Strategy Implementation	Level 4	
	Strategy Planning	Level 4	
	Technology Adoption and Innovation	Level 5	
	Trade Association Advocacy and Representation	Level 4	
	Vendor Management	Level 5	
	Vision Leadership	Level 5	
	Workplace Safety and Health	Level 3	

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	
Job Role Title	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 and Key Tasks	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
Develop marketing strategies and plans	Support internal communication initiatives such as newsletters to improve employee engagement	
	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Brand Management	Level 3	Creative Thinking	Intermediate
	Budgeting	Level 3	Communication	Intermediate
	Business Continuity Planning	Level 4	Influence	Intermediate
	Business Innovation and Improvement	Level 3	Customer Orientation	Basic
	Business Negotiation	Level 3	Adaptability	Basic
	Business Presentation Delivery	Level 3		
	Business Relationship Building	Level 3		
	Content Marketing Strategy	Level 3		
	Continuous Improvement Management	Level 2		
	Contract Development and Management	Level 3		
	Data Analytics	Level 2		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 2		
	Digital Marketing	Level 3		
	Events Planning and Management	Level 2		
	Industry Knowledge, Research and Analysis	Level 3		
	Knowledge Management	Level 4		
	Legal Compliance Management	Level 3		
	Management Decision Making	Level 3		
	Marketing Campaign Management	Level 3		
	Marketing Communications Plan Development	Level 3		
	Media Strategy Development	Level 3		
	Networking	Level 3		
	Partnership Management	Level 3		
	Project Feasibility Assessment	Level 3		
	Project Management	Level 3		
	Proposal Writing	Level 2		

	Public Relations Management	Level 3	
	Risk Management	Level 3	
	Social Media Marketing	Level 3	
	Sponsorship Management	Level 3	
	Stakeholder Management	Level 3	
	Technology Adoption and Innovation	Level 3	
	Vendor Management	Level 3	
	Workplace Safety and Health	Level 1	

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	
Job Role Title	Manager/Assistant Manager	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Manage marketing campaigns and events	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	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		
	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		
	Skills and Competencies	Technical Skills and Competencies		Critical Core Skills
Brand Management		Level 4	Creative Thinking	Intermediate
Budgeting		Level 4	Communication	Intermediate
Business Continuity Planning		Level 4	Influence	Intermediate
Business Innovation and Improvement		Level 4	Customer Orientation	Intermediate
Business Negotiation		Level 4	Adaptability	Intermediate
Business Opportunities Development		Level 4		
Business Presentation Delivery		Level 4		
Business Relationship Building		Level 4		
Change Management		Level 4		
Content Marketing Strategy		Level 4		
Continuous Improvement Management		Level 3		
Contract Development and Management		Level 4		

Corporate Governance	Level 4
Data Analytics	Level 2
Data Governance	Level 4
Data Mining and Modelling	Level 2
Digital Marketing	Level 4
Events Planning and Management	Level 3
Industry Knowledge, Research and Analysis	Level 4
Knowledge Management	Level 5
Legal Compliance Management	Level 4
Management Decision Making	Level 4
Manpower Planning	Level 4
Marketing Campaign Management	Level 4
Marketing Communications Plan Development	Level 4
Media Strategy Development	Level 4
Networking	Level 4
Partnership Management	Level 4
People and Performance Management	Level 4
Project Feasibility Assessment	Level 4
Project Management	Level 4
Proposal Writing	Level 3
Public Relations Management	Level 4
Risk Management	Level 3
Social Media Marketing	Level 4
Sponsorship Management	Level 4
Stakeholder Management	Level 4
Strategy Implementation	Level 3
Strategy Planning	Level 3
Technology Adoption and Innovation	Level 4
Vendor Management	Level 4
Vision Leadership	Level 4
Workplace Safety and Health	Level 3

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	
Job Role Title	Director/Assistant Director	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		

	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Brand Management	Level 5	Developing People	Advanced
	Budgeting	Level 5	Creative Thinking	Advanced
	Business Continuity Planning	Level 5	Communication	Advanced
	Business Innovation and Improvement	Level 5	Influence	Advanced
	Business Negotiation	Level 5	Customer Orientation	Advanced
	Business Opportunities Development	Level 5		
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 5		
	Change Management	Level 5		
	Content Marketing Strategy	Level 5		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 4		
	Data Governance	Level 5		
	Data Mining and Modelling	Level 3		
	Digital Marketing	Level 5		
	Disruption Management	Level 5		

Effective Board Member	Level 6
Events Planning and Management	Level 4
Industry Knowledge, Research and Analysis	Level 5
Knowledge Management	Level 6
Legal Compliance Management	Level 5
Management Decision Making	Level 5
Manpower Planning	Level 5
Marketing Campaign Management	Level 5
Marketing Communications Plan Development	Level 5
Media Strategy Development	Level 5
Networking	Level 5
Organisation and Board Relationship	Level 6
Partnership Management	Level 5
People and Performance Management	Level 5
Project Feasibility Assessment	Level 5
Project Management	Level 5
Proposal Writing	Level 4
Public Relations Management	Level 5
Risk Management	Level 4
Social Media Marketing	Level 5
Sponsorship Management	Level 5
Stakeholder Management	Level 5
Strategy Implementation	Level 4
Strategy Planning	Level 4
Technology Adoption and Innovation	Level 5
Vendor Management	Level 5
Vision Leadership	Level 5
Workplace Safety and Health	Level 3

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	
Job Role Title	Senior Executive/Executive	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Represent industry needs and interests	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	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	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	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		
		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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 3	Collaboration	Basic
	Business Continuity Planning	Level 4	Customer Orientation	Basic
	Business Environment Analysis	Level 3	Problem Solving	Basic
	Business Innovation and Improvement	Level 3	Communication	Basic
	Business Negotiation	Level 3	Sense-Making	Basic
	Business Opportunities Development	Level 4		
	Business Presentation Delivery	Level 3		
	Business Relationship Building	Level 4		
	Continuous Improvement Management	Level 2		
	Contract Development and Management	Level 3		
	Customer Relationship Management Operations	Level 4		
	Data Analytics	Level 2		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 2		
	Emerging Technology	Level 3		
	Events Planning and Management	Level 2		
	Industry Knowledge, Research and Analysis	Level 3		
	Knowledge Management	Level 4		

	Legal Compliance Management	Level 3	
	Management Decision Making	Level 3	
	Networking	Level 3	
	Partnership Management	Level 3	
	Project Feasibility Assessment	Level 3	
	Project Management	Level 3	
	Proposal Writing	Level 3	
	Risk Management	Level 3	
	Solutions Design Thinking	Level 3	
	Sponsorship Management	Level 3	
	Stakeholder Management	Level 3	
	Technology Adoption and Innovation	Level 3	
	Trade Association Advocacy and Representation	Level 3	
	Vendor Management	Level 3	
	Workplace Safety and Health	Level 1	

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	
Job Role Title	Manager/Assistant Manager	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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			
		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			
	Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
		Budgeting	Level 4	Collaboration	Intermediate
Business Continuity Planning		Level 4	Customer Orientation	Intermediate	
Business Environment Analysis		Level 4	Problem Solving	Intermediate	
Business Innovation and Improvement		Level 4	Communication	Intermediate	
Business Negotiation		Level 4	Sense-Making	Intermediate	
Business Opportunities Development		Level 4			
Business Presentation Delivery		Level 4			
Business Relationship Building		Level 5			
Change Management		Level 4			
Continuous Improvement Management		Level 3			
Contract Development and Management		Level 4			
Corporate Governance		Level 4			
Customer Relationship Management Operations		Level 4			

Data Analytics	Level 2
Data Governance	Level 4
Data Mining and Modelling	Level 2
Emerging Technology	Level 4
Events Planning and Management	Level 3
Industry Knowledge, Research and Analysis	Level 4
Knowledge Management	Level 5
Legal Compliance Management	Level 4
Management Decision Making	Level 4
Manpower Planning	Level 4
Networking	Level 4
Partnership Management	Level 4
People and Performance Management	Level 4
Project Feasibility Assessment	Level 4
Project Management	Level 4
Proposal Writing	Level 3
Risk Management	Level 3
Solutions Design Thinking	Level 4
Sponsorship Management	Level 4
Stakeholder Management	Level 4
Strategy Implementation	Level 3
Strategy Planning	Level 3
Technology Adoption and Innovation	Level 4
Trade Association Advocacy and Representation	Level 4
Vendor Management	Level 4
Vision Leadership	Level 4
Workplace Safety and Health	Level 3

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	
Job Role Title	Director/Assistant Director	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		
		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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 5	Developing People	Advanced
	Business Continuity Planning	Level 5	Collaboration	Advanced
	Business Environment Analysis	Level 5	Customer Orientation	Advanced
	Business Innovation and Improvement	Level 5	Problem Solving	Advanced
	Business Negotiation	Level 5	Communication	Advanced
	Business Opportunities Development	Level 5		
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 6		
	Change Management	Level 5		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 4		

Customer Relationship Management Operations	Level 5
Data Governance	Level 5
Data Mining and Modelling	Level 3
Disruption Management	Level 5
Effective Board Member	Level 6
Emerging Technology	Level 5
Events Planning and Management	Level 4
Industry Knowledge, Research and Analysis	Level 5
Knowledge Management	Level 6
Legal Compliance Management	Level 5
Management Decision Making	Level 5
Manpower Planning	Level 5
Networking	Level 5
Organisation and Board Relationship	Level 6
Partnership Management	Level 5
People and Performance Management	Level 5
Project Feasibility Assessment	Level 5
Project Management	Level 5
Proposal Writing	Level 4
Risk Management	Level 4
Solutions Design Thinking	Level 5
Sponsorship Management	Level 5
Stakeholder Management	Level 5
Strategy Implementation	Level 4
Strategy Planning	Level 4
Technology Adoption and Innovation	Level 5
Trade Association Advocacy and Representation	Level 5
Vendor Management	Level 5
Vision Leadership	Level 5
Workplace Safety and Health	Level 3

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	
Job Role Title	Senior Executive/Executive	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		
	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				
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 3	Developing People	Basic
	Business Continuity Planning	Level 4	Learning Agility	Basic
	Business Environment Analysis	Level 3	Adaptability	Basic
	Business Innovation and Improvement	Level 3	Communication	Basic
	Business Negotiation	Level 3	Customer Orientation	Basic
	Business Presentation Delivery	Level 3		
	Business Relationship Building	Level 3		
	Continuous Improvement Management	Level 2		
	Contract Development and Management	Level 3		
	Customer Relationship Management Operations	Level 4		
	Data Analytics	Level 2		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 2		
	Emerging Technology	Level 3		
	Industry Knowledge, Research and Analysis	Level 3		
	Knowledge Management	Level 4		
	Learning and Development Programme Management	Level 3		
	Learning Experience Delivery	Level 3		
	Learning Needs Analysis	Level 3		
	Learning Programme Evaluation	Level 5		
	Legal Compliance Management	Level 3		
	Management Decision Making	Level 3		
	Networking	Level 3		

	Partnership Management	Level 3	
	Project Feasibility Assessment	Level 3	
	Project Management	Level 3	
	Proposal Writing	Level 2	
	Risk Management	Level 3	
	Stakeholder Management	Level 3	
	Technology Adoption and Innovation	Level 3	
	Vendor Management	Level 3	
	Workplace Safety and Health	Level 1	

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	
Job Role Title	Manager/Assistant Manager	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		
	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				
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 4	Developing People	Intermediate
	Business Continuity Planning	Level 4	Learning Agility	Intermediate
	Business Environment Analysis	Level 4	Adaptability	Intermediate
	Business Innovation and Improvement	Level 4	Communication	Intermediate
	Business Negotiation	Level 4	Customer Orientation	Intermediate
	Business Opportunities Development	Level 4		
	Business Presentation Delivery	Level 4		
	Business Relationship Building	Level 4		
	Change Management	Level 4		
	Continuous Improvement Management	Level 3		
	Contract Development and Management	Level 4		
	Corporate Governance	Level 4		
	Customer Relationship Management Operations	Level 4		
	Data Analytics	Level 2		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 2		
	Emerging Technology	Level 4		
	Industry Knowledge, Research and Analysis	Level 4		

	Knowledge Management	Level 5	
	Learning and Development Programme Management	Level 4	
	Learning Experience Delivery	Level 3	
	Learning Needs Analysis	Level 4	
	Learning Programme Evaluation	Level 5	
	Legal Compliance Management	Level 4	
	Management Decision Making	Level 4	
	Manpower Planning	Level 4	
	Networking	Level 4	
	Partnership Management	Level 4	
	People and Performance Management	Level 4	
	Project Feasibility Assessment	Level 4	
	Project Management	Level 4	
	Proposal Writing	Level 3	
	Risk Management	Level 3	
	Stakeholder Management	Level 4	
	Strategy Implementation	Level 3	
	Strategy Planning	Level 3	
	Technology Adoption and Innovation	Level 4	
	Vendor Management	Level 4	
	Vision Leadership	Level 4	
	Workplace Safety and Health	Level 3	

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																	
Job Role Title	Director/Assistant Director																	
Job Role Description	<p>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.</p> <p>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.</p>																	
Critical Work Functions and Key Tasks	<table border="1"> <thead> <tr> <th>Critical Work Functions</th> <th>Key Tasks</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Assess industry landscape and training needs</td> <td>Assess skills needed and identify training needs of the industry stakeholders based on trends and changes in the macro-environment impacting the industry</td> </tr> <tr> <td>Forge close relationships with stakeholders to assess current and emerging needs in the context of training and capability development</td> </tr> <tr> <td>Develop training plans to address workforce needs from training needs analyses</td> </tr> <tr> <td rowspan="8">Develop and evaluate training effectiveness</td> <td>Establish key training objectives and outcomes to be achieved for the stakeholders</td> </tr> <tr> <td>Oversee training programme design specifications based on analyses of training objectives to guide development of training materials</td> </tr> <tr> <td>Oversee the development of training materials to ensure alignment with training objectives</td> </tr> <tr> <td>Evaluate appropriate training delivery modes to facilitate achievement of learning experience objectives</td> </tr> <tr> <td>Evaluate training programme take-up rates, attendance, completion rates and assessment data</td> </tr> <tr> <td>Evaluate and prioritise training improvement areas against training objectives and performance standards</td> </tr> <tr> <td>Oversee implementation of training review processes to assess compliance with the regulatory and statutory requirements and standards</td> </tr> <tr> <td>Review marketing campaigns to ensure alignment of needs with targeted stakeholders</td> </tr> <tr> <td>Manage training operations and administration</td> <td>Oversee execution of the organisation's training administration processes in accordance with corporate governance regulations, policies and guidelines</td> </tr> </tbody> </table>	Critical Work Functions	Key Tasks	Assess industry landscape and training needs	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	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	Oversee execution of the organisation's training administration processes in accordance with corporate governance regulations, policies and guidelines
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		Establish training record and database management processes across the organisation		
		Review the external funding application processes		
	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		
	Manage budget	Recommend accreditation and certification processes and models based on analyses of training objectives		
		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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 5	Developing People	Advanced
	Business Continuity Planning	Level 5	Learning Agility	Advanced
	Business Environment Analysis	Level 5	Adaptability	Advanced
	Business Innovation and Improvement	Level 5	Communication	Advanced
	Business Negotiation	Level 5	Customer Orientation	Advanced
	Business Opportunities Development	Level 5		
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 5		
	Change Management	Level 5		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 4		
	Customer Relationship Management Operations	Level 5		
	Data Governance	Level 5		
	Data Mining and Modelling	Level 3		
	Disruption Management	Level 5		
	Effective Board Member	Level 6		
	Emerging Technology	Level 5		
	Industry Knowledge, Research and Analysis	Level 5		

	Knowledge Management	Level 6	
	Learning and Development Programme Management	Level 5	
	Learning Experience Delivery	Level 4	
	Learning Needs Analysis	Level 4	
	Learning Programme Evaluation	Level 6	
	Legal Compliance Management	Level 5	
	Management Decision Making	Level 5	
	Manpower Planning	Level 5	
	Networking	Level 5	
	Organisation and Board Relationship	Level 6	
	Partnership Management	Level 5	
	People and Performance Management	Level 5	
	Project Feasibility Assessment	Level 5	
	Project Management	Level 5	
	Proposal Writing	Level 4	
	Risk Management	Level 4	
	Stakeholder Management	Level 5	
	Strategy Implementation	Level 4	
	Strategy Planning	Level 4	
	Technology Adoption and Innovation	Level 5	
	Vendor Management	Level 5	
	Vision Leadership	Level 5	
	Workplace Safety and Health	Level 3	

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – INTERNATIONALISATION SENIOR EXECUTIVE/EXECUTIVE		
Sector	Trade Associations and Chambers	
Track	Internationalisation	
Occupation	Senior Executive/Executive	
Job Role Title	Senior Executive/Executive	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Build international partnerships and collaborations	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	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	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		
	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 3	Global Perspective	Basic
	Business Continuity Planning	Level 4	Collaboration	Basic
	Business Environment Analysis	Level 3	Customer Orientation	Basic
	Business Innovation and Improvement	Level 3	Problem Solving	Basic
	Business Negotiation	Level 3	Communication	Basic
	Business Opportunities Development	Level 4		
	Business Presentation Delivery	Level 3		
	Business Relationship Building	Level 4		
	Continuous Improvement Management	Level 2		
	Contract Development and Management	Level 3		
	Customer Relationship Management Operations	Level 4		
	Data Analytics	Level 2		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 2		
	Events Planning and Management	Level 2		
	Industry Knowledge, Research and Analysis	Level 3		
	Knowledge Management	Level 4		
	Legal Compliance Management	Level 3		
	Management Decision Making	Level 3		

	Networking	Level 3	
	New Export Market Entry Strategy Formulation	Level 4	
	Partnership Management	Level 3	
	Project Feasibility Assessment	Level 3	
	Project Management	Level 3	
	Proposal Writing	Level 3	
	Risk Management	Level 3	
	Solutions Design Thinking	Level 3	
	Sponsorship Management	Level 3	
	Stakeholder Management	Level 3	
	Technology Adoption and Innovation	Level 3	
	Trade Association Advocacy and Representation	Level 3	
	Vendor Management	Level 3	
	Workplace Safety and Health	Level 1	

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP - INTERNATIONALISATION MANAGER/ASSISTANT MANAGER		
Sector	Trade Associations and Chambers	
Track	Internationalisation	
Occupation	Manager/Assistant Manager	
Job Role Title	Manager/Assistant Manager	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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			
	Execute and manage post international business activities	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	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			
	Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
		Budgeting	Level 4	Global Perspective	Intermediate
		Business Continuity Planning	Level 4	Collaboration	Intermediate
Business Environment Analysis		Level 4	Customer Orientation	Intermediate	
Business Innovation and Improvement		Level 4	Problem Solving	Intermediate	
Business Negotiation		Level 4	Communication	Intermediate	
Business Opportunities Development		Level 4			
Business Presentation Delivery		Level 4			
Business Relationship Building		Level 5			
Change Management		Level 4			
Continuous Improvement Management		Level 3			
Contract Development and Management		Level 4			
Corporate Governance		Level 4			

Customer Relationship Management Operations	Level 4
Data Analytics	Level 2
Data Governance	Level 4
Data Mining and Modelling	Level 2
Events Planning and Management	Level 3
Industry Knowledge, Research and Analysis	Level 4
Knowledge Management	Level 5
Legal Compliance Management	Level 4
Management Decision Making	Level 4
Manpower Planning	Level 4
Networking	Level 4
New Export Market Entry Strategy Formulation	Level 4
Partnership Management	Level 4
People and Performance Management	Level 4
Project Feasibility Assessment	Level 4
Project Management	Level 4
Proposal Writing	Level 3
Risk Management	Level 3
Solutions Design Thinking	Level 4
Sponsorship Management	Level 4
Stakeholder Management	Level 4
Strategy Implementation	Level 3
Strategy Planning	Level 3
Technology Adoption and Innovation	Level 4
Trade Association Advocacy and Representation	Level 4
Vendor Management	Level 4
Vision Leadership	Level 4
Workplace Safety and Health	Level 3

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – INTERNATIONALISATION DIRECTOR/ASSISTANT DIRECTOR		
Sector	Trade Associations and Chambers	
Track	Internationalisation	
Occupation	Director/Assistant Director	
Job Role Title	Director/Assistant Director	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		
	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				
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 5	Developing People	Advanced
	Business Continuity Planning	Level 5	Global Perspective	Advanced
	Business Environment Analysis	Level 5	Collaboration	Advanced
	Business Innovation and Improvement	Level 5	Customer Orientation	Advanced
	Business Negotiation	Level 5	Problem Solving	Advanced
	Business Opportunities Development	Level 5		
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 6		
	Change Management	Level 5		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 4		

Customer Relationship Management Operations	Level 5
Data Governance	Level 5
Data Mining and Modelling	Level 3
Disruption Management	Level 5
Effective Board Member	Level 6
Events Planning and Management	Level 4
Industry Knowledge, Research and Analysis	Level 5
Knowledge Management	Level 6
Legal Compliance Management	Level 5
Management Decision Making	Level 5
Manpower Planning	Level 5
Networking	Level 5
New Export Market Entry Strategy Formulation	Level 5
Organisation and Board Relationship	Level 6
Partnership Management	Level 5
People and Performance Management	Level 5
Project Feasibility Assessment	Level 5
Project Management	Level 5
Proposal Writing	Level 4
Risk Management	Level 4
Solutions Design Thinking	Level 5
Sponsorship Management	Level 5
Stakeholder Management	Level 5
Strategy Implementation	Level 4
Strategy Planning	Level 4
Technology Adoption and Innovation	Level 5
Trade Association Advocacy and Representation	Level 5
Vendor Management	Level 5
Vision Leadership	Level 5
Workplace Safety and Health	Level 3

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – RESEARCH SENIOR ANALYST/ANALYST		
Sector	Trade Associations and Chambers	
Track	Research	
Occupation	Senior Analyst/Analyst	
Job Role Title	Senior Analyst/Analyst	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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	Critical Core Skills

Skills and Competencies	Budgeting	Level 3	Sense-Making	Intermediate
	Business Continuity Planning	Level 4	Global Perspective	Intermediate
	Business Environment Analysis	Level 3	Digital Fluency	Intermediate
	Business Innovation and Improvement	Level 3	Collaboration	Basic
	Business Negotiation	Level 3	Communication	Basic
	Business Presentation Delivery	Level 3		
	Business Relationship Building	Level 3		
	Continuous Improvement Management	Level 2		
	Contract Development and Management	Level 3		
	Data Analytics	Level 2		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 2		
	Industry Knowledge, Research and Analysis	Level 3		
	Knowledge Management	Level 4		
	Legal Compliance Management	Level 3		
	Management Decision Making	Level 3		
	Networking	Level 3		
	Partnership Management	Level 3		
	Project Feasibility Assessment	Level 3		
	Project Management	Level 3		
	Proposal Writing	Level 2		
	Research Data Analysis	Level 3		
	Research Data Collection and Management	Level 3		
	Research Findings Communication	Level 3		
	Risk Management	Level 3		
	Stakeholder Management	Level 3		
	Technology Adoption and Innovation	Level 3		
	Vendor Management	Level 3		
	Workplace Safety and Health	Level 1		

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – RESEARCH MANAGER/ASSISTANT MANAGER		
Sector	Trade Associations and Chambers	
Track	Research	
Occupation	Manager/Assistant Manager	
Job Role Title	Manager/Assistant Manager	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 4	Sense-Making	Intermediate
	Business Continuity Planning	Level 4	Global Perspective	Intermediate
	Business Environment Analysis	Level 4	Digital Fluency	Intermediate
	Business Innovation and Improvement	Level 4	Collaboration	Intermediate
	Business Negotiation	Level 4	Communication	Intermediate
	Business Opportunities Development	Level 4		
	Business Presentation Delivery	Level 4		
	Business Relationship Building	Level 4		
	Change Management	Level 4		
	Continuous Improvement Management	Level 3		
	Contract Development and Management	Level 4		
	Corporate Governance	Level 4		
	Data Analytics	Level 3		
	Data Governance	Level 4		
	Data Mining and Modelling	Level 3		
	Industry Knowledge, Research and Analysis	Level 4		
	Knowledge Management	Level 5		
	Legal Compliance Management	Level 4		
	Management Decision Making	Level 4		
	Manpower Planning	Level 4		
	Networking	Level 4		
	Partnership Management	Level 4		
	People and Performance Management	Level 4		
	Project Feasibility Assessment	Level 4		
	Project Management	Level 4		
	Proposal Writing	Level 3		
	Research Data Analysis	Level 4		
	Research Data Collection and Management	Level 4		
	Research Findings Communication	Level 4		
	Risk Management	Level 3		
	Stakeholder Management	Level 4		
	Strategy Implementation	Level 3		
Strategy Planning	Level 3			

	Technology Adoption and Innovation	Level 4	
	Vendor Management	Level 4	
	Vision Leadership	Level 4	
	Workplace Safety and Health	Level 3	

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – RESEARCH DIRECTOR/ASSISTANT DIRECTOR		
Sector	Trade Associations and Chambers	
Track	Research	
Occupation	Director/Assistant Director	
Job Role Title	Director/Assistant Director	
Job Role Description	<p>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.</p> <p>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.</p>	
Critical Work Functions and Key Tasks	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		
Skills and Competencies	Technical Skills and Competencies		Critical Core Skills	
	Budgeting	Level 5	Developing People	Advanced
	Business Continuity Planning	Level 5	Sense-Making	Advanced
	Business Environment Analysis	Level 5	Global Perspective	Advanced
	Business Innovation and Improvement	Level 5	Digital Fluency	Advanced
	Business Negotiation	Level 5	Collaboration	Advanced
	Business Opportunities Development	Level 5		
	Business Presentation Delivery	Level 5		
	Business Relationship Building	Level 5		
	Change Management	Level 5		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 5		
	Corporate Governance	Level 4		
	Data Analytics	Level 3		
	Data Governance	Level 5		
	Data Mining and Modelling	Level 4		
	Disruption Management	Level 5		
	Effective Board Member	Level 6		
	Industry Knowledge, Research and Analysis	Level 5		
	Knowledge Management	Level 6		
	Legal Compliance Management	Level 5		
	Management Decision Making	Level 5		
	Manpower Planning	Level 5		
	Networking	Level 5		
	Organisation and Board Relationship	Level 6		
	Partnership Management	Level 5		
	People and Performance Management	Level 5		
	Project Feasibility Assessment	Level 5		
	Project Management	Level 5		
	Proposal Writing	Level 4		
	Research Data Analysis	Level 5		
	Research Data Collection and Management	Level 5		
Research Findings Communication	Level 5			

	Risk Management	Level 4	
	Stakeholder Management	Level 5	
	Strategy Implementation	Level 4	
	Strategy Planning	Level 4	
	Technology Adoption and Innovation	Level 5	
	Vendor Management	Level 5	
	Vision Leadership	Level 5	
	Workplace Safety and Health	Level 3	