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.

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

22 Skills Maps in the TAC Sector

	TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – CHIEF EXECUTIVE OFFICER / EXECUTIVE DIRECTOR			
Sector	Trade Associations and	d Chambers		
Track	Management			
Occupation	Chief Executive Officer	/ Executive Director		
Job Role Title	Chief	Executive Officer / Executive Director		
Job Role Description	The Chief Executive Officer/ Executive Director oversees the development of key projects and initiatives of the organisation in alignment with the goals defined by the Council/Board. He/She stays abreast of the latest trends and compliance requirements of the industry and drives sector development and growth initiatives. He also provides strategic direction to his team to manage operations, corporate governance and risk and adherence to the Constitution. He also spearheads the pursuit of new opportunities to ensure organisation's long-term sustainability.			
Description	The Chief Executive Officer/ Executive Director possesses a forward-looking minds and strong business acumen to drive growth within the organisation. He is high analytical as he leads and reviews the overall strategic direction in terms of budg planning for the organisation. He also possesses excellent interpersonal and communication skills to drive collaboration, obtain funding and influence key stakeholders and partners to drive commitment and endorsement for strategic initiatives across the organisation.			
	Critical Work	Key Tasks		
	Functions 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		
Critical Work Functions and Key Tasks	Drive corporate governance and risk management Drive Board governance and management	Drive recognition of organisational performance against plans 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 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	Lead a	annual gene	ral meeting (AGM), boar	d meetings and
	planning functions		ttee meeting	• • •	0
		Review organisatio		onal budget planning for	endorsement
				lationships with strategic	
			akeholders		
				e allocation and utilisatio	on for efficient
		-	sation's ope		
	Manage budget			udget exercise by delive	
		for the needs	organisatio	n, projecting current and	I future financial
		Overse	ee organisat	tion's financial budget ut	ilisation against
		organi	sational wor	k plans and provide reg	ular updates to
			Council		
			•	lationships with funding	•
				alignment with the orga	nisation's
		-	jies and poli		
	Technical Skills and	Compe		Critical Core	
	Brand Management		Level 5	Developing People	Advanced
	Budgeting	•	Level 6	Decision Making	Advanced
	Business Continuity Plan	nning	Level 6	Sense-Making	Advanced
	Business Environment		Level 6	Global Perspective	Advanced
	Analysis Business Ethics and Val	Ethics and Values		Communication	Advanced
	Management	ues	Level 6	Communication	Auvanceu
	Business Innovation and				
	Dusiness innovation and ImprovementBusiness NegotiationBusiness Opportunities DevelopmentBusiness Presentation		Level 5		
			Level 6		
			Level 6	1	
			Level 5		
	Delivery		Levers		
	Business Relationship B	uilding	Level 6		
Skills and	Change Management		Level 6	-	
Competencies		t	Level 5		
	Management			-	
	Contract Development a	na	Level 5		
	Management Corporate Governance		Level 6	-	
	Data Governance		Level 6	-	
	Data Mining and Modelli	na	Level 4	-	
	Disruption Management Effective Board Member		Level 6	-	
			Level 6	-	
	Emerging Technology		Level 5		
	Financial Management		Level 5		
	Industry Knowledge, Res	search			
	and Analysis		Level 6		
	Internal Controls		Level 5		
	Knowledge Managemen	t	Level 6		
	Legal Compliance		Level 6		
	Management				

Management Decision Making	Level 6
Networking	Level 5
New Export Market Entry	Level 6
Strategy Formulation	
Organisation and Board	Level 6
Relationship	
Organisation Representative	Level 6
Partnership Management	Level 6
People and Performance	Level 6
Management	
Project Feasibility Assessment	Level 6
Project Management	Level 6
Research Findings	Level 6
Communication	
Risk Management	Level 6
Stakeholder Management	Level 6
Strategy Implementation	Level 5
Strategy Planning	Level 6
Technology Adoption and	Level 6
Innovation	
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 c	ommun	icate, articu	llating ideas clearly and	makes strategic	
-	recommendations.					
	Critical Work			Key Tasks		
	Functions	0 11				
	Establish organisation			market intelligence on cl	hallenges and	
	strategies and plans		faced by the	,	and the latest of the	
				on the industry landsca		
		-	ing trends a gies and price	nd developments to info	orm organisation	
		•	, i		ro organization	
				and workplans to ensu	-	
Critical Work	Drive corporate			eve its goals and objection		
Functions and			Support the implementation of corporate governance and			
Key Tasks	-			nt policies, procedures and guidelines for		
	management Perform corporate	the organisation				
	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			
			h stakeholders			
		Perfor	m other duti	ties as assigned		
	Technical Skills and			Critical Core	e Skills	
	Budgeting		Level 3	Problem Solving	Basic	
	Business Continuity Plar	ning	Level 4	Sense-Making	Basic	
	Business Environment			Global Perspective	Basic	
	Analysis		Level 3			
	Business Innovation and		Level 3	Communication	Basic	
	Improvement		Level 3			
Skills and	Business Negotiation		Level 3	Decision Making	Basic	
Competencies	Business Opportunities		Level 4			
Competencies	Development					
	Business Presentation Delivery Business Relationship Bu		Level 3			
			Level 3	-		
	Continuous Improvemen	t	Level 3			
	Management			-		
	Contract Development a	nd	Level 3			
	Management					

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

	E ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK AP – STRATEGY & GOVERNANCE MANAGER/ASSISTANT MANAGER				
Sector	Trade Associations and Chambers				
Track	Strategy & Governance				
Occupation	Manager/Assistant Manager				
Job Role Title	g	-	aer/Assist	ant Manager	
Job Role Description	The Strategy & Governance Manager/Assistant Manager monitors effectiveness of organisation's strategy and implements corporate governance and risk management policies. He/She monitors organisational performance to ensure compliance to corporate governance policies and long-term sustainability of the organisation. He manages the planning of board and management meetings. The Strategy & Governance Manager/Assistant Manager is analytical, risk-averse, and demonstrates the ability to think strategically. He possesses sound decision making, good organisational and excellent communication skills to interact effectively with relevant stakeholders.				
	Critical Work Functions			Key Tasks	
	Establish organisation strategies and plans	-	se market in by the indu	ntelligence on challeng stry	es and needs
		Evaluate research findings to identify current issues impacting the industry to inform organisation strategies and priorities			ation strategies
		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			
Critical Work Functions and		Oversee existing products and/or services to ensure long-term sustainability of the organisation			
Key Tasks	Drive corporate	Impler	ment corpo	rate governance and ri	sk management
	governance and risk			res and guidelines for t	
	management	and go	overning re	0	
		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 a committee meetings Review reports for board and management reporting			rd meetings and
		Facilita with st	ate organis takeholders	ational budget planning	g in consultation
	Technical Skills and			r duties performed by t Critical Core	
	Budgeting	Somb	Level 4	Problem Solving	Intermediate
Skills and	Business Continuity Pla	nning	Level 4	Sense-Making	Intermediate
Competencies	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	1	
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		

	E ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK AP – STRATEGY & GOVERNANCE DIRECTOR/ASSISTANT DIRECTOR			
Sector	Trade Associations an	d Chambers		
Track	Strategy & Governanc	e		
Occupation	Director/Assistant Dire	ector		
Job Role Title		Director/Assistant Director		
Job Role Description	The Strategy & Governance Director/Assistant Director is responsible for the organisation's overall strategy and governance policies. He/She manages organisational risks and ensures that the organisation is compliant with governance policies. He works closely with the Executive Committee/ Council/ Board in formulating strategies and assessing new growth opportunities to drive long-term sustainability of the organisation. He oversees the planning of board and management meetings, presents reports to management and drives organisational budgeting plans. The Strategy & Governance Director/Assistant Director is analytical, risk averse, and strategically oriented. He is able to make calculated risk-related decisions and			
	U ,	y with the Executive Committee/ Council/ Board and		
	relevant stakeholders.			
	Critical Work			
	Functions	Key Tasks		
Critical Work Functions and 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 Develop corporate governance and risk management policies, procedures and guidelines based upon		
Key lasks	governance and risk management	policies, procedures and guidelines based upon organisation strategy		
	Perform corporate planning functions	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 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		

		tain strong r stakeholders	elationships with strate	gic partners and
	Technical Skills and Com		Critical Core	e Skills
	Budgeting	Level 5	Developing People	Advanced
	Business Continuity Planning	Level 5	Problem Solving	Advanced
	Business Environment	Level 5	Sense-Making	Advanced
	Analysis			
	Business Innovation and	Level 5	Global Perspective	Advanced
	Improvement			
	Business Negotiation	Level 5	Communication	Advanced
	Business Opportunities	Level 5		
	Development		-	
	Business Presentation	Level 5		
	Delivery	1	-	
	Business Relationship	Level 5		
	Building	1	-	
	Change Management	Level 5	-	
	Continuous Improvement Management	Level 5		
	Contract Development and	Level 5	-	
	Management	Levers		
	Corporate Governance	Level 5	-	
	Data Analytics	Level 3	-	
	Data Governance	Level 5	-	
	Data Mining and Modelling	Level 4	-	
	Disruption Management	Level 5	-	
Skills and	Effective Board Member	Level 6		
Competencies	Emerging Technology	Level 5	-	
	Financial Management	Level 4		
	Industry Knowledge,	1		
	Research and Analysis	Level 5		
	Internal Controls	Level 5		
	Knowledge Management	Level 6		
	Legal Compliance	Level 5		
	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	Level 5		
	Assessment			
	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	;

TRA		D CHAMBERS COMPETENCY FRAMEWORK RSHIP SENIOR EXECUTIVE/EXECUTIVE			
Sector	Trade Associations and Chambers				
Track	Membership				
Occupation	Senior Executive/Executive				
Job Role Title		Senior Executive/Executive			
Job Role Description	The Membership Senior Executive/Executive is responsible for membership administration and maintenance of the membership records. He/She responds to member queries, solicits feedback from members and liaises with the relevant government agencies. He also assists in the planning and execution of membership events, and gathers information to support the development of member strategies. The Membership Senior Executive/Executive is an effective multi-tasker and possesses event management skill for the successful execution of events. He has excellent communication skill to relay information in a clear and timely manner to meet the needs of the members. He is detail-oriented and ensures accurate maintenance of membership database.				
	Critical Work Functions	Key Tasks			
	Manage membership database and administration	Update and maintain the members' data in a timely and accurate manner Conduct periodic member data cleaning for analysis purposes Generate membership renewal notice near the end of membership term Process non-renewal cases and facilitate in gathering feedback for improvements Process new membership applications and issue membership information kit to new members Assist in the collection of membership fees, outstanding fees and closure of debts			
Critical Work	Develop strategies to drive membership	Conduct research on the industry landscape to identify emerging trends and developments to inform member			
Functions and		strategies			
Key Tasks	Drive advocacy and	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 Support regular engagement and solicitation of member			
	member engagement	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			

		Suppo	rt in the dias	amination of now gover	nmant nalisiaa	
			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			
			ment and m			
		•			munications	
		Support in the preparation of member communications through monthly newsletters, emails, etc.				
	Organiaa and managa				aant in	
	Organise and manage membership events	•		nt proposals to managen bjectives in all stages of		
				and production within tim	•	
		budget				
		-		rdination of membership	events in terms	
				ogistics, inventory, regis		
				ments, invoicing and pay		
			ements	nionio, involoning and pa	ymont	
		-		s from event plans		
				iate with external vendor	s and suppliers	
			-	gements are implemente		
				al and performance issu	-	
			s and supp		5	
				with event sponsors, par	tners, vendors	
				uture collaborations	,	
				ce metrics and post-ever	nt feedback	
			•	ers to determine areas o		
		for futu	ire events			
	Manage budget	Report	budget utili	isation and spending aga	ainst department	
		key pe	rformance i	ndicators within approve	d departmental	
		financi	al budget			
				incial planning of membe		
			• •	th the Membership Mana	ager to deliver	
				ties within budget		
				penditure for reconciliat		
		Identify	/ potential o	pportunities with funding	providers and	
		partne				
	Technical Skills and	Compe		Critical Core		
	Budgeting		Level 3	Communication	Basic	
	Business Continuity Plan	-	Level 4	Customer Orientation	Basic	
	Business Innovation and		Level 3	Collaboration	Basic	
	Improvement		Laval 0	Canao Making	Decie	
	Business Negotiation		Level 3	Sense-Making	Basic	
Skills and	Business Presentation		Level 3	Problem Solving	Basic	
Competencies	Delivery		Level 3			
	Business Relationship Building Continuous Improvement		Level 3	-		
	Management		Level 2			
	Contract Development a	nd	Level 3	-		
	Management					
	Customer Acquisition		Level 3			
	Management					

Customer Loyalty and	
Retention Strategy	Level 4
Formulation	
Customer Relationship	Level 3
Management Operations	
Data Analytics	Level 2
Data Governance	Level 4
Data Mining and Modelling	Level 2
Events Planning and	Level 2
Management	Level 2
Industry Knowledge, Resear	rch
and Analysis	Level 3
Knowledge Management	Level 4
Legal Compliance	Level 3
Management	
Management Decision Maki	ng Level 3
Networking	Level 3
Partnership Management	Level 3
Project Feasibility Assessme	ent 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	Level 3
Innovation	
Trade Association Advocacy	Level 3
and Representation	
Vendor Management	Level 3
Workplace Safety and Healt	h Level 1

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – MEMBERSHIP MANAGER/ASSISTANT MANAGER				
Sector	Trade Associations and	d Chambers		
Track	Membership			
Occupation	Manager/Assistant Manager			
Job Role Title		Manager/Assistant Manager		
Job Role Description	The Membership Manager/Assistant Manager implements the member strategies and plans, manages resources and sets workflow priorities. He/She engages with members regularly to understand their needs, provides feedback to relevant government agencies and acts as a medium to disseminate information on government policies. He organises membership activities and events, including the management of sponsorships and partnerships. He also contributes to the development of member strategies and monitors effectiveness of membership development plans.			
	The Membership Manager/Assistant Manager is strategic, able to multi-tas execute events with the team within stipulated budget. He possesses ex communication and people management skills, communicating infor effectively with various stakeholders. He is highly organised and detail-or committed to delivering a high standard of service to members.			
	Critical Work Functions	Key Tasks		
Critical Work Functions and Key Tasks	Manage membership database and administration Develop strategies to drive membership	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 Evaluate research findings to identify emerging trends and improvements to the members' product and/or service offerings Monitor effectiveness of the membership pricing strategies and recommend changes in pricing structures Review existing members' data to identify gaps in existing products and/or service offerings Identifying opportunities to develop or modify products and/or services to deliver value add to members Monitor the effectiveness of all marketing campaigns and promotional materials and identify areas for change or improvement		
	Drive advocacy and member engagement	Conduct regular engagement and solicitation of member needs and feedback for addressing to the relevant government authorities		

	1	- · · · ·					
				ninistries and governme	-		
			-	vernment policies and p	lans for sharing		
			with the members				
				educate members on go			
				to achieve alignment fro			
				working relationships wi			
		-	-	cies and members and s			
			-	rnment agencies and me			
				veness of member comr tify areas for change or			
	Organise and manage			posals to management			
	membership events		• •	ages of activity planning			
		-		ime limits and budgets	,		
		-		sponsors, partners, ven	dors and		
		-		sure smooth on-site ope			
		events			5		
		Manad	e escalated	l on-site issues in collab	oration with		
		-		nd stakeholders			
		Negoti	iate with ven	dors and suppliers to se	ecure service		
		-		municate event delivera			
		timelin	es				
		Manag	ge contractu	al and performance issu	es with existing		
		vendo	rs and suppl	liers	_		
		Mainta	ain close rela	ationships with event spo	onsors, partners,		
		vendors and suppliers for future collaborations Work with Branding, Marketing & Communications to develop event marketing campaigns and communication					
		-		sible and effective in deli	vering key		
		messa	•				
			eview 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				
			olders	augets for endorsement	ient by different		
				to reconcile events exp	enditure with		
			budgets				
			Evaluate potential opportunities with funding provide		ng providers and		
			•	alignment with the orga			
		strategies and pol					
	Technical Skills and	,	· ·	Critical Core	Skills		
	Budgeting	-	Level 4	Communication	Intermediate		
	Business Continuity Plar	nning	Level 4	Customer Orientation	Intermediate		
Skills and	Business Innovation and	-	Level 4	Collaboration	Intermediate		
Competencies	Improvement						
	Business Negotiation		Level 4	Sense-Making	Intermediate		
	Business Opportunities		Level 4	Problem Solving	Intermediate		
	Development						

Business Presentation	Level 4
Delivery	1
Business Relationship Building	Level 4
Change Management	Level 4
Continuous Improvement	Level 3
Management	
Contract Development and	Level 4
Management	
Corporate Governance	Level 4
Customer Acquisition	Level 4
Management	
Customer Loyalty and	
Retention Strategy	Level 5
Formulation	
Customer Relationship	Level 4
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	1
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	Level 4
Innovation	
Trade Association Advocacy	Level 3
and Representation	
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	The Membership Director/Assistant Director assumes overall responsibility in driving member attraction, recruitment and retention. He/she develops membership development and engagement strategies with the support of member research. He works with multiple stakeholders to advocate for member needs and interests to the relevant government agencies. He also oversees the execution and delivery of membership activities and events. The Membership Director/Assistant Director is highly driven, detail-oriented and strategic in handling all aspects of member relations. He is articulate and has excellent communication and people management skills to develop and maintain strong relationships among various stakeholders. He is able to multi-task and rally				
	Critical Work Functions	Ilent membership experiences. Key Tasks			
Critical Work Functions and Key Tasks	Develop strategies to drive membership Drive advocacy and member engagement	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 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			
Key Tasks	Organise and manage membership events	liaison between the government agencies and members 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			

		Povio	w ovent ma	urketing compaigns and	communication
	Review event marketing campaigns and communicati				
		plans that are feasible and effective in delivering kee messages and meet event communication objective Lead post-event reviews based on performance me and post-event feedback to identify areas of improvement			
				-	
				5 01	
	Manage budget			budget exercise by deliv	oring the
	livialiage budget			partment, projecting cur	-
		-	cial needs	partment, projecting cu	
				nent's financial budget u	tilisation
			•	ental work plans and pro	
		-	es to manag		ride regulai
				udgets to management	
				onciliation of events expe	enditure with
			s budgets		
				elationships with funding	a providers and
			-	e alignment with the org	
		-	gies and po		
	Technical Skills and		<u> </u>	Critical Core	Skills
	Budgeting		Level 5	Developing People	Advanced
	Business Continuity Planning		Level 5	Communication	Advanced
	Business Innovation and		Level 5	Customer Orientation	Advanced
	Improvement				
	Business Negotiation		Level 5	Collaboration	Advanced
	Business Opportunities		Level 5	Sense-Making	Advanced
	Development				
	Business Presentation		Level 5		
	Delivery				
	Business Relationship		Level 5		
	Building				
	Change Management		Level 5		
	Continuous Improvement		Level 4		
	Management			_	
Skills and	Contract Development and		Level 5		
Competencies	Management			-	
	Corporate Governance		Level 4	-	
	Customer Acquisition		Level 5		
	Management			-	
	Customer Loyalty and				
	Retention Strategy Formulation		Level 6		
	Customer Relationship		Level 5	-	
	Management Operation	c	Leverb		
	Data Governance	3	Level 5	-	
	Data Mining and Modell	ina	Level 3	-	
	Disruption Management	-	Level 5	-	
	Effective Board Membe		Level 6	-	
	Events Planning and				
	Management		Level 4		
	Industry Knowledge,		Level 5		
	Research and Analysis				
			1		

Knowledge Management	Level 6
Legal Compliance	Level 5
Management	200010
Management Decision	Level 5
Making	LOVOIO
Manpower Planning	Level 5
Networking	Level 5
Organisation and Board	LOVEIO
Relationship	Level 6
Partnership Management	Level 5
People and Performance	Level 5
Management	
Project Feasibility	Level 5
Assessment	
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	Level 5
Innovation	
Trade Association Advocacy	Laural 4
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/Exec			
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-			
	-	ative and creative individual. He has strong communication		
	•	is able to collaborate with both internal and external		
		narketing and communication plans aligned to strategies.		
	Critical Work Functions	Key Tasks		
	Manage marketing campaigns and events	Support implementation of the multi-channel marketing campaigns in line with organisation marketing objectives and strategy		
		Work cross-functionally across departments to develop integrated marketing campaigns for organisation programmes and initiatives Support curation of the marketing content based on		
		defined marketing objectives and strategy		
		Collaborate with agencies on a working level to develop marketing campaign collaterals		
		Analyse performance of marketing campaigns based on campaign targets to identify areas of improvement		
		Identify sponsorship opportunities for marketing events		
Critical Work	Manage marketing and	Coordinate the creation and distribution of marketing		
Functions and	communication	collaterals through all marketing channels		
Key Tasks	channels	Monitor effectiveness of all communication channels to identify areas of improvement		
		Work closely with internal teams to manage the		
		organisation's website with regular content update		
		Execute marketing communications plans and content marketing initiatives across digital platforms		
		Collaborate with internal stakeholders on a working-level		
		to adopt new digital marketing technologies into existing		
		marketing processes		
		Support internal communication initiatives such as newsletters to improve employee engagement		
	Develop marketing	Conduct research on the industry landscape and		
strategies and plans emerging trends and technologies to inform market strategies				
		Manage working-level relationships with vendors and creative agencies		

	Managa arganization	E ve eve		implementation plane to	
	Manage organisation		-	implementation plans to	ennance brand
	branding and public		ness and re		1.4
	relations			ute press releases, medi	a relations
		content and speaking proposals Deliver branding collaterals, both print and electronic across digital marketing platforms to ensure brand			
			-	• •	e brand
				identify inconsistencies	
				edia platforms and digital	marketing
				with branding strategies	
	Manage budget		-	isation and spending aga	•
			rformance i al budget	ndicators within approve	d departmental
			ů.	f all online and offline ad	vertising and
			•	s within budget	vortioning and
	Technical Skills and		-	Critical Core	Skille
		Combe			Intermediate
	Brand Management		Level 3	Creative Thinking	
	Budgeting	nina	Level 3	Communication Influence	Intermediate
	Business Continuity Plan	-	Level 4		Intermediate
	Business Innovation and	l	Level 3	Customer Orientation	Basic
	Improvement				Davia
	Business Negotiation		Level 3	Adaptability	Basic
	Business Presentation		Level 3		
	Delivery	1.1		-	
	Business Relationship B	-	Level 3		
	Content Marketing Strate	••	Level 3	-	
	Continuous Improvemen	t	Level 2		
	Management	un al		-	
	Contract Development a	na	Level 3		
	Management		Laval 0	-	
	Data Analytics		Level 2		
	Data Governance		Level 4	-	
Skills and	Data Mining and Modellin	ng	Level 2		
Competencies	Digital Marketing		Level 3		
Events Planning and Management			Level 2		
	Industry Knowledge, Res	search	Level 3		
	and Analysis				
	Knowledge Managemen	t	Level 4		
	Legal Compliance		Level 3		
	Management				
	Management Decision M	laking	Level 3		
	Marketing Campaign		Level 3		
	Management				
	Marketing Communication	ons	Level 3		
	Plan Development				
	Media Strategy Develop	ment	Level 3		
	Networking		Level 3		
	Partnership Managemen	nt	Level 3		
	Project Feasibility Asses		Level 3		
	Project Management		Level 3		
	Proposal Writing		Level 2		
	6				

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	Level 3
Innovation	
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	Trade Associations and Chambers			
Track	Branding, Marketing and Communications				
Occupation	Manager/Assistant Mar	nager			
Job Role Title		Manager/Assistant Manager			
Job Role Description	The Branding, Marketing & Communications Manager/Assistant Manager manages the organisation's branding and marketing efforts and budget allocation in line with the overall marketing strategy. He/She develops content strategies and manages marketing campaigns from conceptualisation to implementation across all platforms. He facilitates cross-functional collaboration and is responsible for maintaining relationships with vendors and creative agencies. He is also responsible for developing branding strategies and ensuring brand consistency across the organisation's platforms.				
	The Branding, Marketing & Communications Manager/Assistant Manager is hi innovative, creative and possesses excellent communication skills to eng stakeholders. He has an eye for creativity to identify market trends and deve successful marketing campaigns and programmes.				
	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			
Critical Work Functions and		Review developed campaign collaterals to ensure alignment with marketing campaign themes			
Key Tasks		Develop measures to improve future marketing campaigns			
		based on identified areas of improvement			
		Maintain relationships with sponsors for marketing events			
	Manage marketing and	Develop communication channels for stakeholders on			
	communication	industry updates and information on policy changes and			
	channels	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			

				(C C	
		Maintain regular internal communications activities and				
				eliver key announcement		
	-			mmittee/ Council/ Board		
	Develop marketing	Contribute to the department's annual workplan in line				
	strategies and plans	with the organisation strategy and objectives				
		Develop integrated marketing and communication				
		-	• •	ote the organisation's re		
			ch, publicati	ons, public awareness a	and advocacy	
		efforts		C. B		
				findings to identify eme	0 0	
		-	-	echnologies to inform ma	arketing	
		strateg		working relationships wi	th vandara and	
			e agencies	working relationships wi	in vendors and	
	Manage organisation		-	strategies to enhance bi	rand reputation	
	branding and public			brand positions and marl		
	relations			implementation plans to		
			ng strategie		align with	
			<u> </u>	ommunication with key r	nedia contacts	
			-	ormed on developments		
			•	sure regular exposure in		
		-		eases to generate press	=	
			•	for the organisation		
		-		sistency issues in collate	erals across	
			marketing p	•		
		_		dia platforms and review	v alignment of	
		other of	Jigital marke	eting channels with brand	ding strategies	
	Manage budget	Partici	pate in annu	al budget forecast, mon	itor marketing	
		budge	ts and expe	nditure throughout the ye	ear	
		Manag	ge financial l	oudgets in accordance w	/ith	
		-	mental work	-		
				and offline advertising an	d marketing	
			es within bu			
	Technical Skills and	Comp		Critical Core		
	Brand Management		Level 4	Creative Thinking	Intermediate	
	Budgeting		Level 4	Communication	Intermediate	
	Business Continuity Plar	-	Level 4	Influence	Intermediate	
	Business Innovation and		Level 4	Customer Orientation	Intermediate	
	Improvement					
	Business Negotiation		Level 4	Adaptability	Intermediate	
	Business Opportunities		Level 4			
Skills and	Development Business Presentation		Level 4	-		
Competencies			Level 4			
	Delivery Business Relationship B	uilding	Level 4	-		
	Change Management	ullullig	Level 4	-		
	Content Marketing Strate	20V	Level 4			
	Continuous Improvemen			-		
	Management		Level 3			
	Contract Development a	nd	Level 4			
	Management					

Corpora	te Governance	Level 4	
Data Ana		Level 2	
	vernance	Level 4	
	ning and Modelling	Level 2	
Digital M	larketing	Level 4	
Events F	Planning and		-
Manage	ment	Level 3	
Industry	Knowledge, Research	Level 4	
and Ana	lysis		
Knowled	ge Management	Level 5	
Legal Co	ompliance	Level 4	
Manage	ment		
	ment Decision Making	Level 4	
Manpow	er Planning	Level 4	
	g Campaign	Level 4	
Manage			
	g Communications	Level 4	
	velopment		
	trategy Development	Level 4	
Network	•	Level 4	
	hip Management	Level 4	
	and Performance	Level 4	
Manage			
	easibility Assessment	Level 4	
	Management	Level 4	
Proposa	-	Level 3	
	elations Management	Level 4	
	nagement	Level 3	
Social M	edia Marketing	Level 4	
Sponsor	ship Management	Level 4	
Stakeho	lder Management	Level 4	
Strategy	Implementation	Level 3	
Strategy	Planning	Level 3	
Technolo	ogy Adoption and	Level 4	
Innovatio	on		
Vendor I	Vanagement	Level 4	
	eadership	Level 4	
Workpla	ce Safety and Health	Level 3	

TRADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – BRANDING, MARKETING AND COMMUNICATIONS DIRECTOR/ASSISTANT					
-		DIRECTOR			
Sector	Trade Associations and				
Track	Branding, Marketing ar				
Occupation	Director/Assistant Dire				
Job Role Title		Director/Assistant Director			
Job Role Description	The Branding, Marketing & Communications Director/Assistant Director leads the organisation's branding and marketing efforts. He/She reviews and endorses the organisation's overall marketing, communication and branding strategies, and drives initiatives in adherence to the strategy. He leads the communications with key stakeholders within the organisation and drives cross-functional collaboration in support of achievement of the plan. He is also responsible for leading the development and adoption of new technologies into existing marketing processes and channels.				
	The Branding, Marketing & Communications Director/Assistant Director is highly innovative, creative, strategic and forward-looking. He is encouraging, open to new ideas and strives to improve the organisation's marketing initiatives. He keeps abreast with the latest marketing technologies and serves as a mentor to direct reports, providing guidance on marketing, communication and branding strategies.				
Critical Work Functions					
Critical Work Functions and Key Tasks	Manage marketing campaigns and events Manage marketing and communication channels	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 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			
		Establish regular internal communications activities and channels which deliver key announcements to employees and Executive Committee/ Council/ Board members			

	Develop marketing	Preser	nt the depart	tment's annual workplan	in line with the	
			ent the department's annual workplan in line with the nisation strategy and objectives			
	or a construction of the plane	Establish integrated		ed marketing and communications		
				ote the organisation's resources,		
		-		ons, public awareness a		
		efforts	o, p			
			esise findina	s from industry landscap	be and digital	
		-	-	ogies to inform marketing	-	
			-	building with vendors an		
		agenci	es			
	Manage organisation	Lead b	oranding stra	ategies to enhance brand	d reputation	
	branding and public			orand positions and mark		
	relations		-	implementation plans ir	n alignment with	
			ng strategie			
				hips with key media con	tacts to ensure	
		-		n the industry		
				iction of press releases t	-	
				ficant events for the orga		
			•	t of brand guidelines in a	accordance with	
	Manage budget		-	e and best practices udget exercise by delive	ring the hudget	
	Manage budget			, projecting current and		
		needs	aoparanona	, projecting current and		
			ee departme	ent's financial budget util	isation against	
			•	plans and provide regul	-	
			gement			
		Overse	ee and ensu	re online and offline adv	ertising and	
			-	s are within budget		
	Technical Skills and		etencies	Critical Core	-	
	Brand Management		etencies Level 5	Critical Core Developing People	Advanced	
	Brand Management Budgeting	Comp	Level 5 Level 5	Critical Core Developing People Creative Thinking	Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan	Componing	Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication	Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and	Componing	Level 5 Level 5	Critical Core Developing People Creative Thinking	Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement	Componing	etencies Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation	Componing	etencies Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication	Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities	Componing	etencies Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development	Componing	etencies Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities	Componing	etencies Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
Skills and	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation	ning	etencies Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
Skills and Competencies	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery	ning	etencies Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business	uilding	etencies Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship Business	uilding	etencies Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship Relatinship Relationship Relatinship Re	uilding	etencies Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship Business Change Management Content Marketing Strate Continuous Improvemen Management Contract Development and	componing uilding	etencies Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship B	componing uilding	etencies Level 5 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship Business Change Management Content Marketing Strate Continuous Improvemen Management Contract Development an Management Corporate Governance	componing uilding	etencies Level 5 Level 4 Level 5 Level 4	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship Business Change Management Content Marketing Strate Continuous Improvemen Management Contract Development au Management Corporate Governance Data Governance	Componing uilding egy t	etencies Level 5 Level 4 Level 4 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship B	Componing uilding egy t	etencies Level 5 Level 4 Level 4 Level 3	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	
	Brand Management Budgeting Business Continuity Plan Business Innovation and Improvement Business Negotiation Business Opportunities Development Business Presentation Delivery Business Relationship Business Relationship Business Change Management Content Marketing Strate Continuous Improvemen Management Contract Development au Management Corporate Governance Data Governance	Componing uilding egy t	etencies Level 5 Level 4 Level 4 Level 5	Critical Core Developing People Creative Thinking Communication Influence	Advanced Advanced Advanced Advanced	

Effective Board Member	Level 6	
Events Planning and		
Management	Level 4	
Industry Knowledge, Research	Level 5	
and Analysis		
Knowledge Management	Level 6	
Legal Compliance	Level 5	
Management		
Management Decision Making	Level 5	
Manpower Planning	Level 5	
Marketing Campaign	Level 5	
Management		
Marketing Communications	Level 5	
Plan Development		
Media Strategy Development	Level 5	
Networking	Level 5	
Organisation and Board	Level 6	
Relationship		
Partnership Management	Level 5	
People and Performance	Level 5	
Management		
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	Level 5	
Innovation		
Vendor Management	Level 5	
Vision Leadership	Level 5	
Workplace Safety and Health	Level 3	

	DE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK S 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	The Industry Development Senior Executive/Executive is responsible for executing industry-level projects and initiatives that drive industry development and transformation. He/She assists in the development of advocacy and representation messages for the government, industry and business community. He also assists in the planning and coordination of local industry events and programmes, and conducts research on industry landscape, trends and developments. The Industry Development Senior Executive/Executive is an effective multi-tasker and possesses event management skill for the successful execution of local industry events and programmes. He possesses good analytical and coordination skills. He is self-motivated, enjoys challenges and confident when interacting with various stakeholders.						
	Critical Work	Key Tasks					
Critical Work Functions and Key Tasks	Functions Represent industry needs and interests Drive industry-level projects and initiatives	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 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 Organise and manage industry development events	to identify growth opportunities for the industry 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 Prepare draft event proposals to management in accordance with objectives in all stages of activity planning, design and production within time limits and budgets					

		Quana	rt in the eas	rdination of industry day		
			Support in the coordination of industry development events in terms of administrative, logistics, inventory,			
				-	-	
		-	ent arrangem	ower requirements, invo	icing and	
			-			
		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 existin vendors and suppliers Establish rapport with event sponsors, partners, vendors and suppliers for future collaborations Collate performance metrics and post-event feedback				
			•	ers to determine areas o		
			ure events			
	Manage budget	Report	t budget utili	sation and spending aga	ainst department	
		key pe	erformance in	ndicators within approve	d departmental	
		financi	al budget			
		Suppo	rt in the fina	ncial planning of industr	y development	
		events	, working clo	osely with the Industry D	evelopment	
		-	ager to deliver events within budget			
			Compile events expenditure for reconciliation with budgets			
	Identif		y potential o	pportunities with funding	providers and	
		partne				
	Technical Skills and	Comp		Critical Core		
	Budgeting		Level 3	Collaboration	Basic	
	Business Continuity Plan	ining	Level 4	Customer Orientation	Basic	
	Business Environment Analysis		Level 3	Problem Solving	Basic	
	Business Innovation and		Level 3	Communication	Basic	
			Level 3	Communication	Dasic	
	Improvement Business Negotiation		Level 3	Sense-Making	Basic	
	Business Opportunities		LOVEID		Dasic	
	Development		Level 4			
	Business Presentation					
	Delivery		Level 3			
	Business Relationship Bu	uilding	Level 4			
Skills and	Continuous Improvement	-				
Competencies	Management		Level 2			
	Contract Development ar	nd	Level 3			
	Management					
	Customer Relationship		Level 4			
	Management Operations					
	Data Analytics		Level 2			
	Data Governance		Level 4			
	Data Mining and Modellin	ng	Level 2			
	Emerging Technology		Level 3			
	Events Planning and		Level 2			
	Management	o o rel-				
	Industry Knowledge, Res	search	Level 3			
	and Analysis					
	And Analysis Knowledge Management		Level 4			

Legal Compliance	Level 3
Management	
Management Decision	Making Level 3
Networking	Level 3
Partnership Manageme	nt Level 3
Project Feasibility Asses	ssment Level 3
Project Management	Level 3
Proposal Writing	Level 3
Risk Management	Level 3
Solutions Design Thinki	ng Level 3
Sponsorship Manageme	ent Level 3
Stakeholder Manageme	ent Level 3
Technology Adoption ar	nd Level 3
Innovation	
Trade Association Advo	cacy Level 3
and Representation	
Vendor Management	Level 3
Workplace Safety and H	Health Level 1

	DE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK S MAP – INDUSTRY DEVELOPMENT MANAGER/ASSISTANT MANAGER						
Sector	Trade Associations and Chambers						
Track	Industry Development						
Occupation	Manager/Assistant Manager						
Job Role Title							
Job Role	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.						
Description	The Industry Development Manager/Assistant Manager possesses strong project management skill and is an effective communicator, capable of engaging multiple stakeholders, strategic partners and key service providers. He is a critical thinker with good analytical and problem-solving skills to address issues and provide suitable recommendations and solutions for the industry. He is passionate in advocacy, open minded and a resilient leader.						
	Critical Work Functions	Key Tasks					
Critical Work Functions and 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 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 Organise and manage industry development events	Industry 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 Develop event proposals to management and meet objectives in all stages of activity planning, design and production within time limits and budgets					

		Manad	na tha avant	sponsors, partners, ven	dors and	
				sure smooth on-site operations during		
		events			crations during	
				l on-site issues in collab	oration with	
				nd stakeholders		
				ndors and suppliers to se	ecure service	
		-		municate event delivera		
		timelin	es			
				al and performance issu	es with existing	
			rs and suppl			
				ationships with event spo liers for future collaborat		
				g, Marketing & Commur		
				rketing campaigns and c		
			•	sible and effective in deli		
		messa	iges			
		Review	v performan	ce metrics and post-eve	ent feedback	
		from a	ll stakeholde	ers to determine areas o	f improvement	
		for futu	ure events			
	Manage budget			al budget forecast, mon		
		_		nditure throughout the y		
		-		oudgets in accordance w	vith	
			mental work	•		
				udgets for endorsement	by different	
			olders	(
				e to reconcile events exp	enditure with	
			budgets	opportunities with fundi	a providers and	
				alignment with the orga		
		-	jies and poli			
	Technical Skills and Competencies			s Critical Core Skills		
	Budgeting	-	Level 4	Collaboration	Intermediate	
	Business Continuity Plar	nning	Level 4	Customer Orientation	Intermediate	
	Business Environment		Level 4	Problem Solving	Intermediate	
	Analysis					
	Business Innovation and		Level 4	Communication	Intermediate	
	Improvement					
	Business Negotiation		Level 4	Sense-Making	Intermediate	
	Business Opportunities		Level 4			
Skills and	Development			-		
Competencies	Business Presentation Delivery		Level 4			
	Business Relationship B	uilding	Level 5	-		
	Change Management	unung	Level 3	-		
	Continuous Improvemen	t		-		
	Management		Level 3			
	Contract Development a	nd	Level 4			
	Management		-			
	Corporate Governance		Level 4			
	Customer Relationship		Laural 4	1		
	Customer Relationship		Level 4			

Data Analytics	Level 2
Data Governance	Level 2
Data Mining and Modelling	Level 4
Emerging Technology	Level 2
	Level 4
Events Planning and	Level 3
Management	
Industry Knowledge, Research	Level 4
and Analysis	
Knowledge Management	Level 5
Legal Compliance	Level 4
Management	
Management Decision Making	Level 4
Manpower Planning	Level 4
Networking	Level 4
Partnership Management	Level 4
People and Performance	Level 4
Management	
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	Level 4
Innovation	
Trade Association Advocacy	Level 4
and Representation	
Vendor Management	Level 4
Vision Leadership	Level 4
Workplace Safety and Health	Level 3
Wentplace Calety and Health	201010

	DE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK MAP – INDUSTRY DEVELOPMENT DIRECTOR/ASSISTANT DIRECTOR						
Sector	Trade Associations and	d Chambers					
Track	Industry Development						
Occupation	Director/Assistant Director						
Job Role Title		Director/Assistant Director					
Job Role Description	The Industry Development Director/Assistant Director plays a key role in collaborating with key government agencies and other organisations to drive industry development and transformation. He/she collaborates with multiple stakeholders to represent the industry needs and interests at relevant platforms. He drives industry innovation and adoption of technology, and oversees the execution and delivery of local industry projects and initiatives. He also builds effective relationships with strategic partners and stakeholders to identify growth opportunities for the industry. The Industry Development Director/Assistant Director is an effective communicator and presenter, able to develop strong working relationships with relevant stakeholders and strategic partners. He has good listening skills and is analytical and professional in addressing the concerns of the industry. He is forward-looking, able to set out a clear strategic direction and inspire the team towards achieving desired						
	outcomes and goals. Critical Work						
	Functions	Key Tasks					
	Represent industry	Recommend solutions to close gaps in policies based on					
	needs and interests	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					
Critical Work		and stakeholders to understand desired outcomes and					
Functions and		drive industry development					
Key Tasks	Drive industry-level	Curate and plan strategic projects, events and initiatives					
	projects 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	Drive innovation mindset and adoption of technology in					
	innovation and	businesses					
	adoption of technology	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	Review	v event pror	osals to management a	ind meet		
	industry development	Review event proposals to management and meet objectives in all stages of activity planning, design and					
	events			ime limits and budgets			
		-		ecution and delivery to e	nsure events		
		are carried out to expectations					
				issues, deviations and p	articipants'		
				lests to ensure that ever			
		planne	-				
		•		with key vendors to secu	re service		
			-	ence to event budget			
		Rectify	contractua	I and performance issue	s with existing		
		vendo	rs and supp	liers	-		
		Build c	lose relation	nships with event sponse	ors, partners,		
		vendo	rs and supp	liers for future collaborat	ions		
		Review	v event mar	keting campaigns and co	ommunication		
		-		sible and effective in deli			
			-	et event communication			
				eviews based on perform			
				edback to identify areas			
	Manage budget			udget exercise by delive	0 0		
			department	t, projecting current and	tuture financial		
		needs	- den artma	ent's financial budget util	lipption against		
				c plans and provide regu	•		
			gement	r plans and provide regu	iai upuales lo		
		_		dgets to management			
				nciliation of events exper	nditure with		
			budgets				
				lationships with funding	providers and		
			-	alignment with the orga			
			strategies and policies				
	Technical Skills and	Comp	etencies	Critical Core	e Skills		
	Budgeting		Level 5	Developing People	Advanced		
	Business Continuity Plar	nning	Level 5	Collaboration	Advanced		
	Business Environment		Level 5	Customer Orientation	Advanced		
	Analysis						
	Business Innovation and		Level 5	Problem Solving	Advanced		
	Improvement		<u> </u>				
	Business Negotiation		Level 5	Communication	Advanced		
Skills and	Business Opportunities		Level 5				
Competencies	Development Business Presentation		1	_			
	Delivery		Level 5				
	Business Relationship B	uilding	Level 6	-			
	Change Management	unung	Level 5				
	Continuous Improvemen	t		-			
	Management	-	Level 4				
			Level 5				
	Contract Development a						
	Management	i a	Levero				

Quatemar Delationship		
Customer Relationship	Level 5	
Management Operations	Laural C	
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	Level 4	
Management		
Industry Knowledge, Research	Level 5	
and Analysis		
Knowledge Management	Level 6	
Legal Compliance	Level 5	
Management		
Management Decision Making	Level 5	
Manpower Planning	Level 5	
Networking	Level 5	
Organisation and Board	Level 6	
Relationship	Level 0	
Partnership Management	Level 5	
People and Performance	Level 5	
Management		
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	Level 5	
Innovation		
Trade Association Advocacy	Level 5	
and Representation		
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	The Capability Building Senior Executive/Executive supports in the development, coordination and delivery of training programmes for industry capability building. He/she is responsible for liaising with external training providers and relevant stakeholders, updating and maintaining training record and database, and responding to participant enquiries. He collects data to facilitate training needs analyses and evaluation of training effectiveness. He also assists with the creation of the desired learning environment and the management of logistics and equipment. The Capability Building Senior Executive/Executive possesses strong organisation, communication and interpersonal skills. He is analytical, resourceful and collaborates effectively with stakeholders. He is adaptable and adept at managing multiple stakeholders.					
	Critical Work Functions	Key Tasks				
	Assess industry landscape and training needs	Conduct research on the industry landscape to identify emerging trends and developments for assessing training needs				
		Engage stakeholders to understand their current and emerging needs in context of training and capability development Collect data to facilitate learner profile and training needs				
		analyses Engage stakeholders to advise on skills needed based on				
		trends and changes in the macro-environment impacting the industry				
	Develop and evaluate training effectiveness	Engage stakeholders to understand desired training outcomes and business objectives				
Critical Work Functions and		Draft training programme design specifications based on stakeholder needs				
Key Tasks		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	Maintain training record and database				
	operations and	Support external funding application processes				
	administration	Coordinate logistics and resources across the				
		organisation and training programmes				
		Distribute training materials to learners Coordinate training registration and attendance tracking				
		sooranato training registration and attendance tracking				

		Mainta	ain training fa	acilities and equipment		
	Manage course	-		partners for relevant programme		
	collaboration and					
	industry accreditation			rtners' efforts and outcor	nes	
				contractual and perform		
			kisting trainii			
		Liaise	with respec	tive training institutions of	or agencies on	
		course	e collaboratio	on or accreditation	_	
				to understand current ar		
				tion policies and requirer		
			•	ses and guidelines to fac		
				certification managemen	-	
	Manage budget		-	isation and spending aga		
		• •		ndicators within approve	d departmental	
			al budget			
				pportunities with funding	providers and	
	Technical OUTLAND	partne			Chille	
	Technical Skills and	Comp		Critical Core	r	
	Budgeting		Level 3	Developing People	Basic	
	Business Continuity Plar Business Environment	ning	Level 4	Learning Agility	Basic	
	Analysis		Level 3	Adaptability	Basic	
	Business Innovation and		Level 3	Communication	Basic	
	Improvement		Level 3			
	Business Negotiation		Level 3	Customer Orientation	Basic	
	Business Presentation Delivery		Level 3			
	Business Relationship B	uildina	Level 3			
	Continuous Improvement Management Contract Development and			-		
			Level 2			
			Level 3			
	Management		Level 3			
Skille and	Customer Relationship Ianagement Operations		Level 4			
Skills and Competencies	Data Analytics)	Level 2	-		
competencies	Data Governance		Level 2 Level 4			
	Data Mining and Modelli	na	Level 2			
	Emerging Technology	g	Level 3	-		
	Industry Knowledge, Res	search		-		
	and Analysis		Level 3			
	Knowledge Managemen	t	Level 4	-		
	Learning and Developme					
	Programme Managemer	nt	Level 3			
	Learning Experience De	livery	Level 3			
	Learning Needs Analysis	6	Level 3			
	Learning Programme Evaluation		Level 5			
	Legal Compliance					
	Management		Level 3			
	Management Decision M	lakina	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	Level 3
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	d Chambers		
Track	Capability Building			
Occupation	Manager/Assistant Manager			
Job Role Title		Manager/Assistant Manager		
Job Role Description	The Capability Building Manager/Assistant Manager manages the development, administration and delivery of training programmes. He/she manages the training portfolio, monitoring effectiveness and identifying opportunities for improvement. He conducts training needs analyses and oversees the development and delivery of training programmes to reflect desired learning outcomes and learner needs. He conducts ongoing assessments of training programmes, considering take-up rates, training delivery and participant feedback. He manages and fosters relationships with external agencies, organisations and training providers for the delivery and collaboration of training programmes and industry accreditation. He also manages the external funding application processes for the training programmes.			
	forming connections betw possesses strong critical	cholder relationships. He is creative, analytical and adept at ween skills gaps and training solutions and interventions. He thinking and communication skills, and is results oriented.		
	Critical Work Functions	Key Tasks		
	Assess industry landscape and training needs Develop and evaluate	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 Define key training objectives and outcomes to be		
	training effectiveness	achieved for the stakeholders Develop training programme design specifications based on stakeholder needs Develop training materials based on analyses of training		
Critical Work Functions and Key Tasks		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		

	Monogo training	Implon	ant training	record and detabase m	anagamant	
	Manage training operations and	-	-	g record and database management		
	administration			the organisation		
	auministration	Manage the external funding application processes Manage logistics and resource arrangements across t				
		-	-	•	his across the	
		-		raining programmes	a motoriala	
		Oversee collation and distribution of training materials				
	Manage course	Identify potential training partners for relevant programme				
	collaboration and	delivery				
	industry accreditation	Monitor training partners' efforts and outcomes				
		Manage contractual and performance issues with existing training partners				
				ning with rean active train	ing ingtitutions	
				hips with respective train	-	
		-		urse collaboration or acc		
		-	s and requir	nd emerging industry acc	reultation	
				and guidelines to facilita		
		-	•	anagement processes		
	Manage budget			al budget forecast, mon	itor training	
				•	•	
		budgets and expenditure throughout the year Manage budgets across the organisation's training programmes Evaluate potential opportunities with funding providers a partners to ensure alignment with the organisation's				
					training	
					ng providers and	
					• ·	
		strategies and policies				
	Technical Skills and	-		Critical Core	Skills	
	Budgeting		Level 4	Developing People	Intermediate	
	Business Continuity Planning		Level 4	Learning Agility	Intermediate	
	Business Environment		Level 4	Adaptability	Intermediate	
	Analysis					
	Business Innovation and		Level 4	Communication	Intermediate	
	Improvement					
	Business Negotiation		Level 4	Customer Orientation	Intermediate	
	Business Opportunities		Level 4			
	Development					
	Business Presentation		Level 4			
	Delivery			-		
Skills and	Business Relationship Building		Level 4	-		
Competencies	Change Management		Level 4	-		
•	Continuous Improvemen	it	Level 3			
	Management			-		
	Contract Development a	nd	Level 4			
	Management			-		
	Corporate Governance		Level 4	-		
	Customer Relationship		Level 4			
	Management Operations	5	Level 2	4		
	Data Analytics			-		
	Data Governance Data Mining and Modelli	na	Level 4 Level 2	-		
		iy		-		
	Emerging Technology		Level 4			
	Industry Knowledge, Research					
		search	Level 4			

Knowledge Management	Level 5
Learning and Development	Level 4
Programme Management	
Learning Experience Delivery	y Level 3
Learning Needs Analysis	Level 4
Learning Programme	
Evaluation	Level 5
Legal Compliance	Level 4
Management	
Management Decision Makin	ig Level 4
Manpower Planning	Level 4
Networking	Level 4
Partnership Management	Level 4
People and Performance	Level 4
Management	
Project Feasibility Assessme	nt 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	Level 4
Innovation	
Vendor Management	Level 4
Vision Leadership	Level 4
Workplace Safety and Health	n Level 3

	RADE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK (ILLS MAP – CAPABILITY BUILDING DIRECTOR/ASSISTANT DIRECTOR				
Sector	Trade Associations an				
Track	Capability Building				
Occupation	Director/Assistant Director				
Job Role Title		Director/Assistant Director			
Job Role Description	btion modifications to programmes where necessary. He also oversees and reviews to external funding application processes for the training programmes. The Capability Building Director/Assistant Director is forward-thinking a				
	needs. He possesses ex	rioritise and evaluate short and long-term outcomes and acellent communication and interpersonal skills necessary ass-collaborative communications with stakeholders, to support.			
	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			
Critical Work Functions and Key Tasks	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			

		Ectob	lich training	record and database m	anagement	
				s the organisation	lanagement	
				nal funding application p	vrocesses	
	Manage course			• • • •		
	collaboration and	Select best-in-class training partner for relevant programme delivery			elevant	
	industry accreditation			partners' efforts and outc	nmes	
				al and performance issu		
		existing training partners				
				ionships across the aca	demic and	
		industry community to identify course collaboration				
			•	accreditation		
				reditation and certification	on processes	
		and m	nodels base	ed on analyses of training	g objectives	
	Manage budget	Lead	the annual	budget exercise by deliv	vering the	
		budge	et for the de	partment, projecting cur	rent and future	
		financ	ial needs			
		Overs	see budgets	across the organisatior	n's training	
		• •		I provide regular updates	s to	
			gement			
			-	elationships with funding		
		-		e alignment with the org	janisation's	
	Technical Chille and		gies and po	Critical Core	Chille	
	Technical Skills and	Comp	Level 5	Developing People	Advanced	
	Budgeting Business Continuity Pla	nning	Level 5	Learning Agility	Advanced	
	Business Environment	innig	Level 5	Adaptability	Advanced	
	Analysis		Levero	Λαφιασίιτις	Advanced	
	Business Innovation an	d	Level 5	Communication	Advanced	
	Improvement					
	Business Negotiation		Level 5	Customer Orientation	Advanced	
	Business Opportunities		Level 5			
	Development					
	Business Presentation		Level 5			
	Delivery					
	Business Relationship		Level 5			
Skills and	Building		· · -	_		
Competencies	Change Management		Level 5	_		
-	Continuous Improvement		Level 4			
	Management Contract Development a	and	Level 5	-		
	Management		Level 3			
	Corporate Governance		Level 4	-		
	Customer Relationship		Level 5	-		
	Management Operation	S				
	Data Governance		Level 5			
	Data Mining and Model	ing	Level 3			
	Disruption Managemen	t	Level 5			
	Effective Board Membe	r	Level 6			
	Emerging Technology		Level 5			
	Industry Knowledge,		Level 5			
	Research and Analysis					

	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	Level 5
	Management	
	Management Decision	Level 5
	Making	
	Manpower Planning	Level 5
	Networking	Level 5
•	Organisation and Board	Level 6
ļ	Relationship	Levero
Π	Partnership Management	Level 5
Ī	People and Performance	Level 5
1	Management	
, i i i i i i i i i i i i i i i i i i i	Project Feasibility	Level 5
	Assessment	
Ţ	Project Management	Level 5
Ţ	Proposal Writing	Level 4
	Risk Management	Level 4
-	Stakeholder Management	Level 5
	Strategy Implementation	Level 4
	Strategy Planning	Level 4
-	Technology Adoption and	Level 5
,	Innovation	
· · · · · · · · · · · · · · · · · · ·	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	d Chambers			
Track	Internationalisation				
Occupation	Senior Executive/Executive				
Job Role Title		Senior Executive/Executive			
Job Role Description	Description business expansion.				
	The Internationalisation Senior Executive/Executive possesses knowledge of local and international business environments as well as the economic and po- trends in the relevant markets. He has a keen sense of business acumen, communication and stakeholder management skills, with the ability to effect manage multiple stakeholders.				
	Critical Work				
	Functions Build international	Key Tasks Support in the execution of organisation strategies aimed			
	partnerships and	at internationalisation of the businesses			
	collaborations	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,			
Critical Work		trade bodies, business associations and government			
Functions and		agencies to explore trade and investment opportunities			
Key Tasks		Maintain collaborative relationships with overseas partners			
	Organization and	and government agencies			
	Organise and coordinate international	Establish, communicate and maintain timelines and priorities of activities through timeframes, status reporting,			
	business activities	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,			

		registra	ation mann	ower requirements, invo	icing and	
		payment arrangements				
	Execute and manage			ne sponsors, partners, ve	andors and	
	post international			ive activity delivery and e		
	business activities			expectations		
				s from activity plans		
				ce metrics and post-activ	vity feedback	
			•	ers to determine areas o	•	
			re activities		i improvonioni	
				with sponsors, partners,	vendors and	
		suppliers for future collaborations Report budget utilisation and spending against departm				
	Manage budget					
			-	d departmental		
			al budget			
		Support in the financial planning of international business activities, working closely with the Internationalisation Manager to deliver activities within budget				
				expenditure for reconcili		
		budget	t			
		Identify potential opportunities with funding provid				
		partne	rs			
	Technical Skills and	Comp		Critical Core	Skills	
	Budgeting		Level 3	Global Perspective	Basic	
	Business Continuity Plar	nning	Level 4	Collaboration	Basic	
	Business Environment		Level 3	Customer Orientation	Basic	
	Analysis					
	Business Innovation and		Level 3	Problem Solving	Basic	
	Improvement				Desis	
	Business Negotiation Business Opportunities		Level 3	Communication	Basic	
			Level 4			
	Development Business Presentation			-		
	Delivery	entation Level 3				
	Business Relationship B	uilding	Level 4	-		
	Continuous Improvemen	-		-		
Skills and	Management		Level 2			
Competencies	Contract Development a	nd	Level 3			
	Management					
	Customer Relationship Management Operations					
			Level 4			
	Data Analytics		Level 2			
	Data Governance		Level 4			
	Data Mining and Modelling		Level 2			
	Events Planning and		Level 2			
	Management					
	Industry Knowledge, Res	search	Level 3			
	and Analysis					
	Knowledge Managemen	t	Level 4			
	Legal Compliance		Level 3			
	Management	An Isla	Level 3	-		
	Management Decision Making					

Networking	Level 3
New Export Market Entry	Level 4
Strategy Formulation	
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	Level 3
Innovation	
Trade Association Advocacy	Level 3
and Representation	
Vendor Management	Level 3
Workplace Safety and Health	Level 1

	DE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK MAP - INTERNATIONALISATION MANAGER/ASSISTANT MANAGER				
Sector	Trade Associations an	d Chambers			
Track	Internationalisation				
Occupation	Manager/Assistant Ma	nager			
Job Role Title	Manager/Assistant Manager				
Job Role Description	n planned activities.				
The Internationalisation Manager/Assistant Manager possesses good kno and understanding of the local and international business environments as the economic and political trends in the relevant markets. He has business acumen, communication, project and stakeholder management He is able to effectively manage and drives the end-to-end process of interr business expansion for the members.					
	Critical Work Functions	Key Tasks			
Critical Work Functions and 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 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			

		Mone	an nontract	ual and parformance in	suce with	
			-	ual and performance is:	sues with	
			-	and suppliers		
		Manage the coordination of international business activities in terms of administrative, logistics, inventor registration, manpower requirements, invoicing and payment arrangements Work with Branding, Marketing & Communications to				
					voicing and	
				• •		
			-	g campaigns and com		
		-		asible and effective in de	envering key	
	Fuenda and manage	mess	-			
	Execute and manage			sors, partners, vendors		
	post international			ensure smooth delivery	or planned	
	business activities	activit		diaquas in collaboratio	n with related	
			ors and stak	d issues in collaboratio	n with related	
					ativity foodbook	
			•	nce metrics and post-ad	•	
					0I	
		· ·		future activities	ra partnara	
				lationships with sponso		
	Manage budget			pliers for future collabor nual budget forecast, mo		
	Inaliage buuget			•	•	
		budgets and expenditure throughout the year Manage financial budgets in accordance with				
			-	•		
		departmental work plans Develop international business activities budgets for				
			•	different stakeholders	budgets tot	
				e to reconcile activities	evpenditure	
			ctivities buc		experiature	
				al opportunities with fund	ding providers	
			•	nsure alignment with th	• ·	
		-	gies and po	-	e erganication e	
	Technical Skills and		<u> </u>	Critical Core	Skills	
	Budgeting	•••••	Level 4	Global Perspective	Intermediate	
	Business Continuity Pla	nnina	Level 4	Collaboration	Intermediate	
	Business Environment		Level 4	Customer Orientation		
	Analysis					
	Business Innovation and	d	Level 4	Problem Solving	Intermediate	
	Improvement			5		
	Business Negotiation		Level 4	Communication	Intermediate	
	Business Opportunities		Level 4			
Skills and	Development					
Competencies	Business Presentation		Level 4	-		
	Delivery					
	Business Relationship					
	Building		Level 5			
	Change Management		Level 4			
	Continuous Improveme	nt				
	Management		Level 3			
	Contract Development a	and	Level 4			
	Management					
	Corporate Governance		Level 4			

Customer Polationship	Level 4	
Customer Relationship	Level 4	
Management Operations		
Data Analytics	Level 2	
Data Governance	Level 4	
Data Mining and Modelling	Level 2	
Events Planning and	Level 3	
Management	201010	
Industry Knowledge,	Level 4	
Research and Analysis		
Knowledge Management	Level 5	
Legal Compliance	Level 4	
Management		
Management Decision	Level 4	
Making		
Manpower Planning	Level 4	
Networking	Level 4	
New Export Market Entry	Level 4	
Strategy Formulation		
Partnership Management	Level 4	
People and Performance	Level 4	
Management		
Project Feasibility	Level 4	
Assessment		
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	Level 4	
Innovation		
Trade Association Advocacy	Level 4	
and Representation		
Vendor Management	Level 4	
Vision Leadership	Level 4	
Workplace Safety and Health	Level 3	
	201010	

		CHAMBERS COMPETENCY FRAMEWORK ISATION DIRECTOR/ASSISTANT DIRECTOR			
Sector	Trade Associations an				
Track	Internationalisation				
Occupation	Director/Assistant Dire	ector			
Job Role Title	Director/Assistant Director				
Job Role	collaborations with overs border relations for ge represents the industry facilitating in the oversea the organisation and e	n Director/Assistant Director drives the members' hrough the establishment of business partnerships and seas entities and government agencies to develop cross- enerating trade and investment opportunities. He/she r needs and interests at international platforms, while as business expansion for the members. He also oversees execution of international business activities to ensure delivery of the planned activities.			
Description	understanding of the loc economic and political t has strong business ac identify potential overse networking, communica	n Director/Assistant Director possesses a sound al and international business environments as well as the rends in the relevant markets. He is forward-looking and umen. He exhibits a strategic mindset with the ability to eas business expansion opportunities. He has excellent tion, project and stakeholder management skills. He is ins with vendors and effectively manage the multiple			
	Critical Work Functions	Key Tasks			
Critical Work Functions and 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			

		Ovor	on the coor	dination of international	husinoss		
			ersee the coordination of international business ivities in terms of administrative, logistics, inventory,				
		registration, manpower requirements					
		-					
			ent arrange		unication plana		
				g campaigns and comm	•		
				and effective in deliverin			
	Everyte and manage			eet communication obje			
	Execute and manage			cution of international bu			
	post international			re that they are carried c			
	business activities	<u> </u>	tations		+ - '		
				s, deviations and partici			
		-		quests to ensure that the	activity is		
			ited as plan				
				/ reviews based on perfo			
			•	activity feedback to ider	illing areas of		
			vement	anabina with anonaora n	ortooro		
				onships with sponsors, p			
	Manage budget			pliers for future collabora budget exercise by deliv			
	Inaliage budget			partment, projecting cur	•		
		-	cial needs	partment, projecting cur	ient and inture		
				ent's financial budget ut	tilisation		
			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					
			ies budgets				
				elationships with funding	providers and		
			there storing relationships with relating providers and there are alignment with the organisation's				
		-	rategies and policies				
	Technical Skills and		<u> </u>	Critical Core	Skills		
	Budgeting		Level 5	Developing People	Advanced		
	Business Continuity Pla	nning	Level 5	Global Perspective	Advanced		
	Business Environment	0	Level 5	Collaboration	Advanced		
	Analysis						
	Business Innovation and	d	Level 5	Customer Orientation	Advanced		
	Improvement						
	Business Negotiation		Level 5	Problem Solving	Advanced		
	Business Opportunities		Level 5				
Skills and	Development						
Competencies	Business Presentation		Level 5				
	Delivery						
	Business Relationship		Level 6				
	Building		Levero				
	Change Management		Level 5				
	Continuous Improvement	nt	Level 4				
	Management						
	Contract Development a	and	Level 5				
	Management						
	Corporate Governance		Level 4				

Management OperationsData GovernanceLevel 5Data Mining and ModellingLevel 3Disruption ManagementLevel 5Effective Board MemberLevel 6Events Planning and ManagementLevel 4Industry Knowledge, Research and AnalysisLevel 5Knowledge ManagementLevel 6Legal Compliance ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5MasingLevel 5MatingLevel 5NetworkingLevel 5New Export Market Entry Strategy FormulationLevel 6Partnership ManagementLevel 5People and Performance ManagementLevel 5Project Feasibility AssessmentLevel 5Project ManagementLevel 5Project ManagementLevel 5Proposal WritingLevel 4		· · - /	
Data GovernanceLevel 5Data Mining and ModellingLevel 3Disruption ManagementLevel 5Effective Board MemberLevel 6Events Planning and ManagementLevel 4Industry Knowledge, Research and AnalysisLevel 5Knowledge ManagementLevel 6Legal Compliance ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5MasingLevel 5NetworkingLevel 5NetworkingLevel 5Strategy FormulationCrganisation and Board RelationshipOrganisation and Board RelationshipLevel 5Partnership ManagementLevel 5Project Feasibility AssessmentLevel 5Project ManagementLevel 5Project ManagementLevel 5Proposal WritingLevel 4	Customer Relationship	Level 5	
Data Mining and ModellingLevel 3Disruption ManagementLevel 5Effective Board MemberLevel 6Events Planning and ManagementLevel 4Industry Knowledge, Research and AnalysisLevel 5Knowledge ManagementLevel 6Legal Compliance ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5ManagementLevel 5MaskingLevel 5NetworkingLevel 5NetworkingLevel 5Strategy FormulationLevel 6Partnership ManagementLevel 5People and Performance ManagementLevel 5Project Feasibility AssessmentLevel 5Proposal WritingLevel 5			
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Effective Board MemberLevel 6Events Planning and ManagementLevel 4Industry Knowledge, Research and AnalysisLevel 5Knowledge ManagementLevel 6Legal Compliance ManagementLevel 5Management Decision MakingLevel 5Management Decision MakingLevel 5Networking Corganisation and Board RelationshipLevel 6Partnership ManagementLevel 5Project Feasibility AssessmentLevel 5Project Feasibility Proposal WritingLevel 5Proposal WritingLevel 5	<u></u>		
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Legal ComplianceLevel 5ManagementLevel 5Management DecisionLevel 5MakingManpower PlanningManpower PlanningLevel 5NetworkingLevel 5New Export Market EntryLevel 5Strategy FormulationOrganisation and BoardOrganisation and BoardLevel 6Partnership ManagementLevel 5People and PerformanceLevel 5ManagementLevel 5Project FeasibilityLevel 5AssessmentProject ManagementProject ManagementLevel 5Proposal WritingLevel 4	Research and Analysis		
ManagementManagement DecisionLevel 5MakingManpower PlanningManpower PlanningLevel 5NetworkingLevel 5New Export Market EntryLevel 5Strategy FormulationCorganisation and BoardOrganisation and BoardLevel 6Partnership ManagementLevel 5People and PerformanceLevel 5ManagementProject FeasibilityProject FeasibilityLevel 5AssessmentProject ManagementProject ManagementLevel 5Proposal WritingLevel 4	Knowledge Management	Level 6	
Management Decision MakingLevel 5Manpower PlanningLevel 5Manpower PlanningLevel 5NetworkingLevel 5New Export Market Entry Strategy FormulationLevel 5Organisation and Board RelationshipLevel 6Partnership ManagementLevel 5People and Performance ManagementLevel 5Project Feasibility AssessmentLevel 5Project ManagementLevel 5Proposal WritingLevel 4	Legal Compliance	Level 5	
MakingManpower PlanningLevel 5NetworkingLevel 5New Export Market EntryLevel 5Strategy FormulationCorganisation and BoardOrganisation and BoardLevel 6Partnership ManagementLevel 5People and PerformanceLevel 5ManagementLevel 5Project FeasibilityLevel 5AssessmentProject ManagementProject ManagementLevel 5Proposal WritingLevel 4	Management		
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Strategy FormulationOrganisation and Board RelationshipPartnership ManagementLevel 6Partnership ManagementLevel 5People and Performance ManagementProject Feasibility AssessmentProject ManagementLevel 5Project ManagementLevel 5Proposal WritingLevel 4	Networking	Level 5	
Organisation and Board RelationshipLevel 6Partnership ManagementLevel 5People and Performance ManagementLevel 5Project Feasibility AssessmentLevel 5Project ManagementLevel 5Project ManagementLevel 5Proposal WritingLevel 4	New Export Market Entry	Level 5	
RelationshipLevel 6Partnership ManagementLevel 5People and PerformanceLevel 5ManagementProject FeasibilityProject FeasibilityLevel 5AssessmentProject ManagementProject ManagementLevel 5Proposal WritingLevel 4	Strategy Formulation		
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People and PerformanceLevel 5ManagementProject FeasibilityLevel 5AssessmentProject ManagementLevel 5Proposal WritingLevel 4	Relationship	Level o	
ManagementProject FeasibilityLevel 5Assessment	Partnership Management	Level 5	
Project FeasibilityLevel 5Assessment	People and Performance	Level 5	
AssessmentProject ManagementLevel 5Proposal WritingLevel 4	Management		
Project ManagementLevel 5Proposal WritingLevel 4	Project Feasibility	Level 5	
Proposal Writing Level 4	Assessment		
	Project Management	Level 5	
Diak Management	Proposal Writing	Level 4	
Kisk ivianagement Level 4	Risk Management	Level 4	
Solutions Design Thinking Level 5		Level 5	
Sponsorship Management Level 5		Level 5	
Stakeholder Management Level 5		Level 5	
Strategy Implementation Level 4		Level 4	
Strategy Planning Level 4			
Technology Adoption and Level 5			
Innovation			
Trade Association Advocacy Level 5		Level 5	
and Representation	-		
Vendor Management Level 5		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 Analy	st/Analyst		
Job Role	acts research and studies on the industry and analyses on market trends to identify stry policies and practices as well as rammes. He also liaises with strategic research and data-sharing.				
Description	The Research Senior Analyst/Analyst is self-motivated, driven and passionate a learning. He takes the initiative to share research outcomes that are useful to a functions. The role also requires him to be able to analyse and interpret informative quickly and to condense and bring across research findings in easily understand terms. He is analytical and demonstrates cognitive ability to form logical connect He possesses good communication and collaborative skills to work with a relevant stakeholders in the course of his work.				
	Critical Work Functions		Key Tasks		
	Drive research and studies on industry landscape	needs faced by the Conduct research emerging trends a Perform data colle Perform data analy techniques Draft research rep the purpose of rese Apply relevant ethi	narket intelligence on challenges and e industry on the industry landscape to identify nd developments impacting the industry ction and analyses ytics using appropriate tools and orts to disseminate findings according to earch for relevant stakeholders ical standards in preparing publications papers and thought leadership, based		
		on research finding			
Critical Work Functions and Key Tasks		Liaise with externa collaborative resea	esearch designs and frameworks Il stakeholders and partners for arch and data-sharing vith strategic partners and stakeholders		
		for collaborative re	search and data-sharing		
	Provide consultation and evaluation in policies, practices,	research findings	dustry policies and practices based on require a change in policies or practices		
	programmes and	based on research			
	directions		pprovement for the organisation's		
		strategic direction findings	and programmes based on research		
	Manage budget	Report budget utilisation and spending against department key performance indicators within approved departmenta financial budget Identify potential opportunities with funding providers and			
		partners			
	Technical Skills and	Competencies	Critical Core Skills		

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

TRA	DE ASSOCIATIONS AND CHAMBERS COMPETENCY FRAMEWORK SKILLS MAP – RESEARCH MANAGER/ASSISTANT MANAGER				
Sector	Trade Associations and				
Track	Research				
Occupation	Manager/Assistant Mar	nager			
Job Role Title		Manager/Assistant Manager			
Job Role Description Job Rele Description Job Role Description Job Role Description					
		nisational skills. He is resourceful and passionate in what he			
		ness acumen, strong interpersonal and communication skills			
		elevant stakeholders and provide consultation.			
	Critical Work Functions	Key Tasks			
	Drive research and studies on industry landscape	Analyse market intelligence on challenges and needs faced by the industry Evaluate research findings to identify economic and business issues impacting the industry Validate results of data analyses in collaboration with relevant stakeholders Develop forecasts and projections on emerging market needs based on data analytics findings			
Critical Work		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			
Functions and Key Tasks		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			

		Janad	o financial	budgets in accordance	with	
		departmental work plans				
				l opportunities with fund	ing providers and	
			•	alignment with the org	• ·	
			anisations			
	Technical Skills and C		ies and pol	Critical Cor	o Skillo	
		ompe			Intermediate	
	Budgeting	in a	Level 4	Sense-Making		
	Business Continuity Plann Business Environment	ing	Level 4	Global Perspective	Intermediate	
			Level 4	Digital Fluency	Intermediate	
	Analysis Business Innovation and		Laval 4	Collaboration	Intermediate	
			Level 4	Collaboration	Intermediate	
	Improvement			Communication	Intermediate	
	Business Negotiation		Level 4	Communication	Intermediate	
	Business Opportunities		Level 4			
	Development			_		
	Business Presentation		Level 4			
	Delivery	Idina	Level 4	-		
	Business Relationship Bui	ung		-		
	Change Management		Level 4			
	Continuous Improvement		Level 3			
	Management	-1		_		
	Contract Development and	2	Level 4			
	Management			_		
	Corporate Governance		Level 4	_		
	Data Analytics		Level 3	_		
	Data Governance	-	Level 4	-		
Skills and	Data Mining and Modelling		Level 3	-		
Competencies	Industry Knowledge, Rese and Analysis	earch	Level 4			
	Knowledge Management		Level 5			
	Legal Compliance		Level 4			
	Management					
	Management Decision Ma	king	Level 4			
	Manpower Planning		Level 4			
	Networking		Level 4			
	Partnership Management		Level 4			
	People and Performance	T	Level 4			
	Management					
	Project Feasibility Assessr	ment	Level 4			
	Project Management		Level 4			
	Proposal Writing		Level 3			
	Research Data Analysis		Level 4			
	Research Data Collection	and	Level 4			
	Management					
	Research Findings	T	Level 4			
	Communication					
	Risk Management		Level 3			
	Stakeholder Management		Level 4			
	Strategy Implementation		Level 3			
	Strategy Planning		Level 3			

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

TRA	DE 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	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.				
Description	The Research Director/Assistant Director is up-to-date with the latest market trends. He is highly analytical and conceptual. He is able to think strategically and work in a fast paced and constantly changing environment. He is forward-looking and has strong business acumen. He possesses strong judgement and foresight, and is able to draw insights from various perspectives. He also has excellent interpersonal and communication skills to drive collaboration and consultation with external stakeholders.				
	Critical Work	Key Tasks			
Critical Work Functions and Key Tasks	Functions 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 Manage budget	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 Lead the annual budget exercise by delivering the budget for the department, projecting current and future financial needs			

		<u></u>		nt's financial budget util	lighting against
			•	ent's financial budget uti	-
		•		plans and provide regu	liar updates to
		-	jement		
			-	lationships with funding	
		•		alignment with the orga	anisation's
			ies and poli		
	Technical Skills and (Compe		Critical Core	
	Budgeting		Level 5	Developing People	Advanced
	Business Continuity Planr	ning	Level 5	Sense-Making	Advanced
	Business Environment		Level 5	Global Perspective	Advanced
	Analysis				
	Business Innovation and		Level 5	Digital Fluency	Advanced
	Improvement				
	Business Negotiation		Level 5	Collaboration	Advanced
	Business Opportunities		Level 5		
	Development			-	
	Business Presentation		Level 5		
	Delivery			_	
	Business Relationship Building		Level 5		
	Change Management		Level 5		
	Continuous Improvement		Level 4		
	Management				
	Contract Development and		Level 5		
	Management				
	Corporate Governance		Level 4		
	Data Analytics		Level 3		
	Data Governance		Level 5		
Skills and	Data Mining and Modelling		Level 4		
Competencies	Disruption Management		Level 5		
competencies	Effective Board Member		Level 6		
	Industry Knowledge, Rese	earch	Level 5		
	and Analysis				
	Knowledge Management		Level 6		
	Legal Compliance		Level 5		
	Management				
	Management Decision Ma	aking	Level 5		
	Manpower Planning		Level 5		
	Networking		Level 5		
	Organisation and Board				
	Relationship		Level 6		
	Partnership Management		Level 5		
	People and Performance		Level 5		
	Management				
	Project Feasibility Assess	ment	Level 5		
	Project Management		Level 5		
	Proposal Writing		Level 4		
	Research Data Analysis		Level 5		
	Research Data Collection	and	Level 5		
	Management				
	Research Findings		Level 5		
	Communication				

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