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# Supporting Enterprises & Building HR Practices Through Skills Framework

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# Supporting Enterprises & Building HR Practices Through Skills Framework

Barry Chou

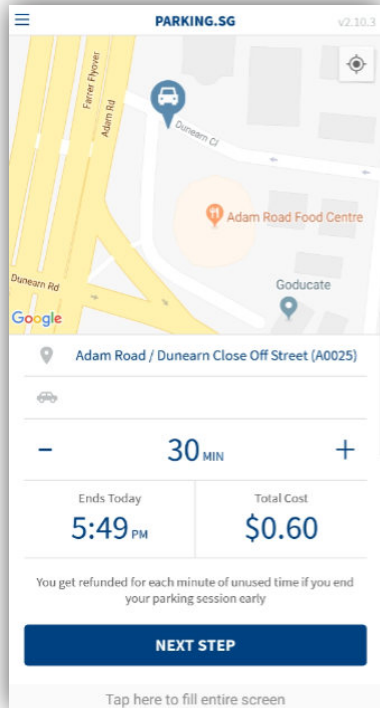
Principal Manager

Skills Development Division (Skills Promotion)

SkillsFuture Singapore



# Businesses Are Being **Disrupted** Today



How can we better prepare our workforce for our **business of today and tomorrow?**



# Supporting Business Growth



Key SME business growth strategies include:\*

- Improving customer service
- Increasing marketing and promotion
- Enhancing current range of products and services offered
- Expanding internationally
- Raising productivity
- Expanding domestically
- Developing brand
- Strengthening e-commerce/ online platforms

- **Strong Human Resource and developing employees' competencies are essential to drive such business strategies and growth**
- Companies that are **strong in key HR capabilities, such as recruitment, performance management and talent management, amongst others**, can have up to 3.5 times in revenue growth and 2.1 times in average profit margin<sup>^</sup>
- Consulted with and developed for employers, the **Skills Frameworks** provide a **robust and up-to-date reference** to strengthen such key HR capabilities

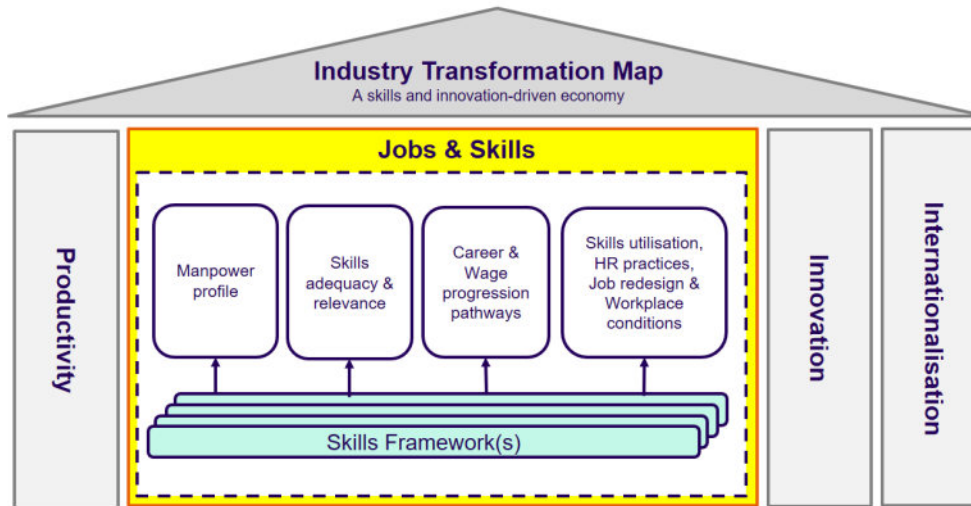
\*The Straits Times (10 Jan 2018 and 31 May 2017) and News Release, 2017 SME Development (SMED) Survey, DP Information Group (DP Info), part of the Experian Group

<sup>^</sup>The Boston Consulting Group, From Capability to Profitability, Realizing the Value of People Management, July 2012



# What Are Skills Frameworks (SFw)?

- Co-created by enterprises, industry associations, unions, education and training institutions, and the government to provide a **common skills reference**
- Enable the building of deep skills to enhance **business competitiveness** and support employment and employability
- The Skills Framework is an integral part of the Industry Transformation Map (ITM) **supporting the Jobs & Skills pillar**







# Each Skills Framework (SFw) Contains Useful Information

That help in talent attraction, performance and career management, learning and development ...



Some of our 33 Skills Frameworks.....



**Skills Framework for Logistics**



**Skills Framework for Energy and Chemicals**



**Skills Framework for Food Services**



**Skills Framework for Training and Adult Education**

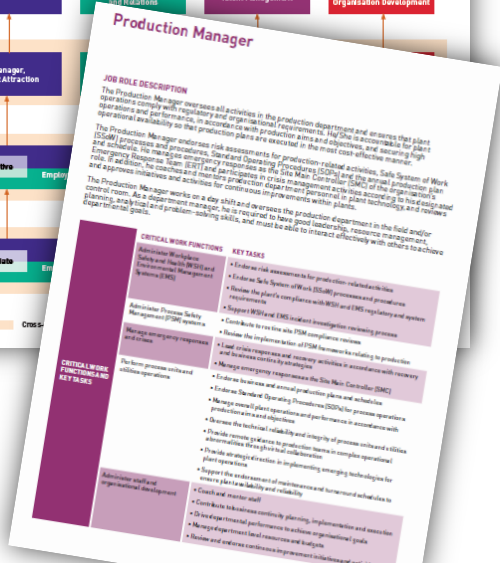
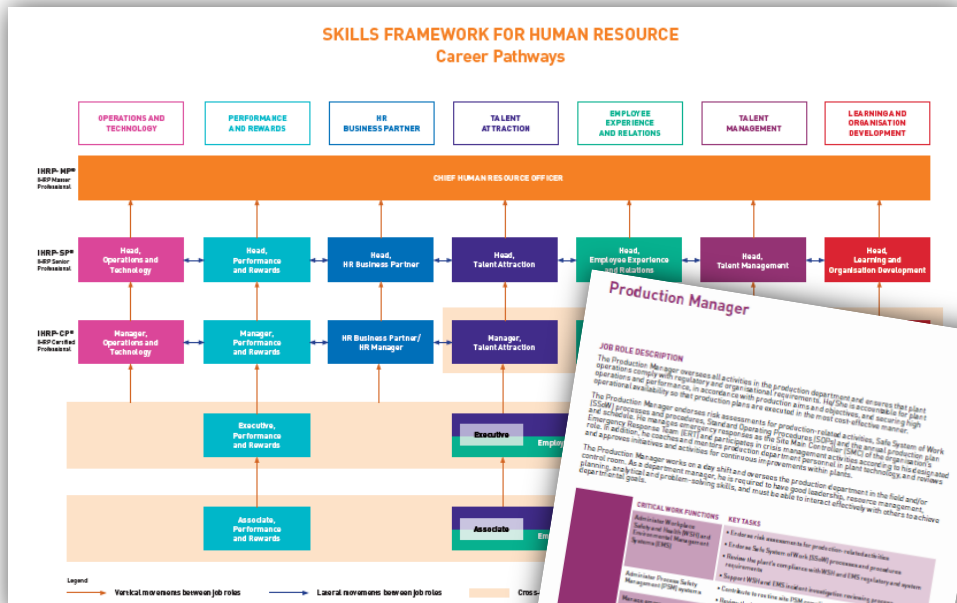
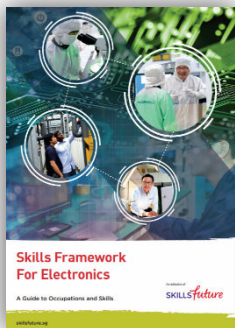
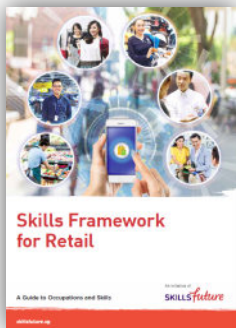
# Complimentary Resources Available Online

<http://www.skillsfuture.sg/skills-framework>

Download:

- Full SFw Booklet
- Career Map
- Skills Maps
- Training Programmes Listing

In editable formats, for your adaptation





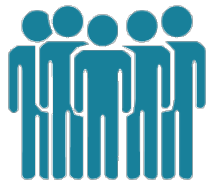
# SSG Plans To Develop 33 SFWs, Targeting 2/3 Of Workforce

Manufacturing	Services	
Aerospace*	Accountancy*	Landscape
Air Transport*	Design*	Media*
Biopharmaceuticals Manufacturing*	Early Childhood Care & Education*	Public Transport*
Energy & Chemicals*	Environmental Services*	Retail*
Energy & Power*	Finance	Security*
Electronics*	Food Services*	Social Service*
Engineering Services*	Healthcare*	Tourism*
Food Manufacturing*	Hotel & Accommodation Services*	Training & Adult Education*
Logistics*	Human Resource*	Wholesale Trade*
Marine & Offshore*	Infocomm Technology*	Workplace Safety & Health and Occupational Hygiene
Precision Engineering*	Intellectual Property*	
Sea Transport*	<b>*To-date, SSG has completed 30 SFws</b>	





# Usefulness of SFw For Key Stakeholders



## Individuals

- Education & career planning
- Training for skills upgrading and deepening
- Opportunities for career progression or conversion



## Enterprises

- Talent Attraction
- Performance management
- Career management
- Learning and development



## Education & Training Providers

- Training programme development
- Curriculum development and review
- Education and career guidance



## Govt, Unions, and Others

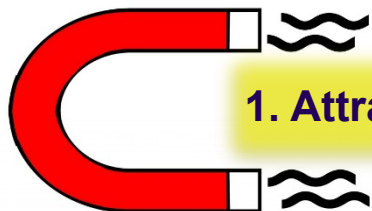
- Policy formulation
- Skills and manpower interventions
- Professionalisation of workforce



# Skills Frameworks: What's In It For Enterprises

Ready Reference, Customisable, At No Cost

*SFw enables Enterprises to ....*



1. Attract The Right Talent

2. Build A Performing Culture



*Through enhancing HR strategies and processes....*

## Talent Attraction

- Conduct workforce planning
- Refine job descriptions for hiring
- Determine selection criteria
- Set interview questions and assessment

## Performance Management

- Refine job roles and performance standards
- Determine criteria to evaluate performance
- Design performance appraisal document

# Skills Frameworks: What's In It For Enterprises

Ready Reference, Customisable, At No Cost

*Sfw enables Enterprises to ....*

*Through enhancing HR strategies and processes....*



## 3. Retain Existing Talent

## 4. Develop And Grow Talent



### Career Management

- Design organisational chart and career pathways
- Develop career progression plan

### Learning And Development

- Identify skills requirements/ gaps
- Identify training courses
- Design training plan



# Sharing by Enterprises...



“The Skills Framework is able to provide an overview of the sector, as well as a **reference point to calibrate job groups, skills and competencies for Shell.**”

Goh Swee Chen  
Chairperson  
Shell Companies in Singapore



“The **SFw empowers the Teachers to plan their own career paths**, which will also **retain** them in the ECCE sector.”

Ms Wendy Tan  
Principal  
MacPherson Sheng Hong Childcare Centre



“ We have communicated the updated framework at our monthly meeting and have **incorporated the process into our learning needs analysis for 2017.**”

Ms Ng Sher Lynn  
Talent Development and  
Quality Manager



- “**SFw is a useful HR resource, especially for companies that do not have existing resources or the means to acquire such information (i.e. SMEs)** to facilitate development of HR systems and tools.”
- “For companies that already have in-house development frameworks, SFw is still a **useful resource to reference and benchmark against the industry baseline.**”



# Adoption & Application of Skills Framework in UTAC

Winston Sng

Senior Manager

Human Resource

Learning & Development

United Test and Assembly Center Ltd





# Global MNC Headquartered in Singapore



- ❖ **Established in 1997**
- ❖ **HQ in Singapore**

- ❖ **In TOP 10 Global OSAT providers**

\* Rank #7 globally in Y2017  
Source: Techsearch





# Global Manufacturing Footprint

- ❖ **6 countries**
- ❖ **9 factories**
- ❖ **11,200 employees**
- ❖ **Sales USD875M (2017)**
- ❖ **Leadership in Advanced Test**

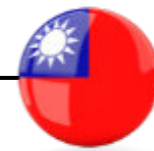


**Worldwide Sales Team**  
Singapore, China, Taiwan, Japan, Rest of Asia (ROA), Europe and USA

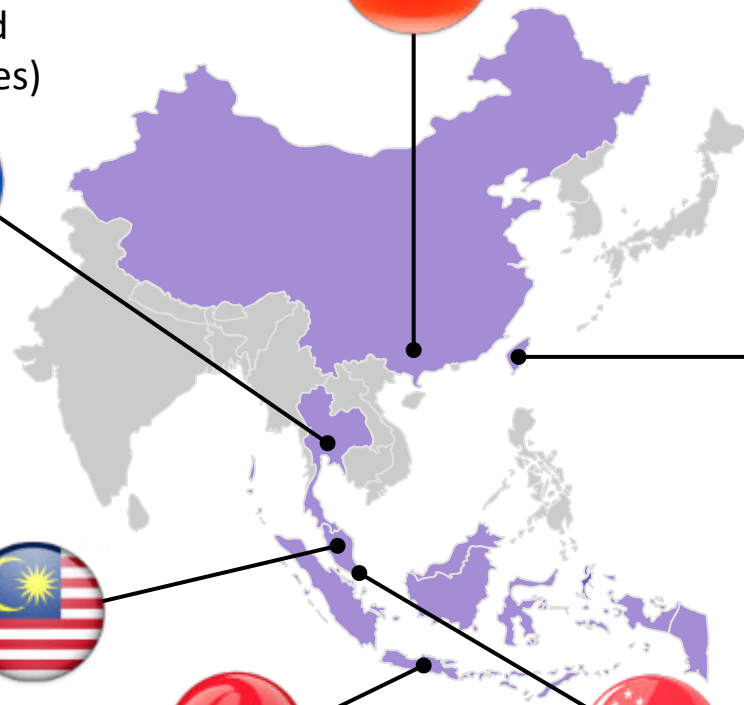
Thailand  
(3 Factories)



China (Dongguan)

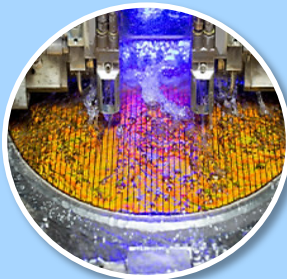


Singapore  
(2 Factories)

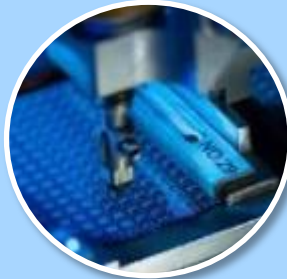




# Turnkey Assembly & Test Services



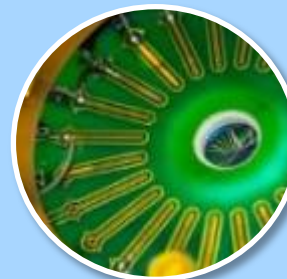
**Research &  
Development**



**Package  
Assembly**



**Test Engineering  
& Development**



**Test Services**



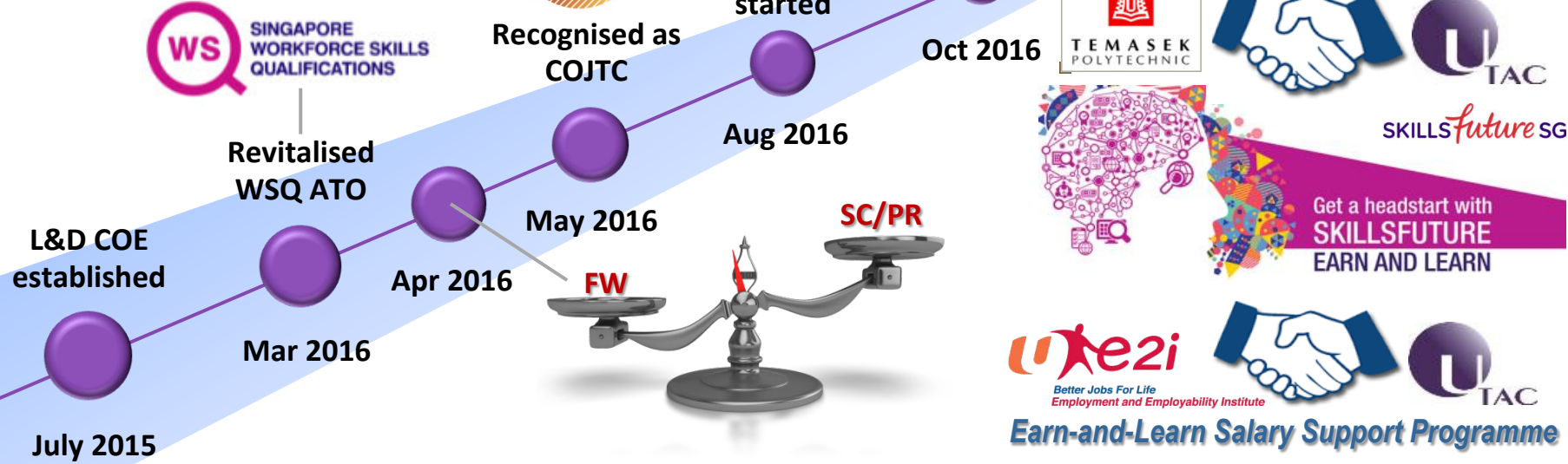
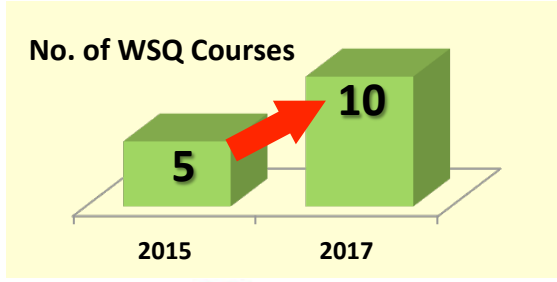
**Quality Assurance  
& Reliability Labs**

- Assembly & testing services for a broad range of integrated circuits:  
**ANALOG, MIXED-SIGNAL, LOGIC, MEMORY AND RADIO FREQUENCY**
- Strong & diverse customer base in key markets:  
**AUTOMOTIVE, COMMUNICATIONS, COMPUTING, CONSUMER, INDUSTRIAL, SECURITY & CONNECTIVITY**



# Local Talent Pipeline

**Adapt and Grow**  
Professional Conversion Programme





# UTAC People Practices



**Both sites in  
SG are COJTCS  
[2016]**



**Excellence in  
Change Management  
[2017]**



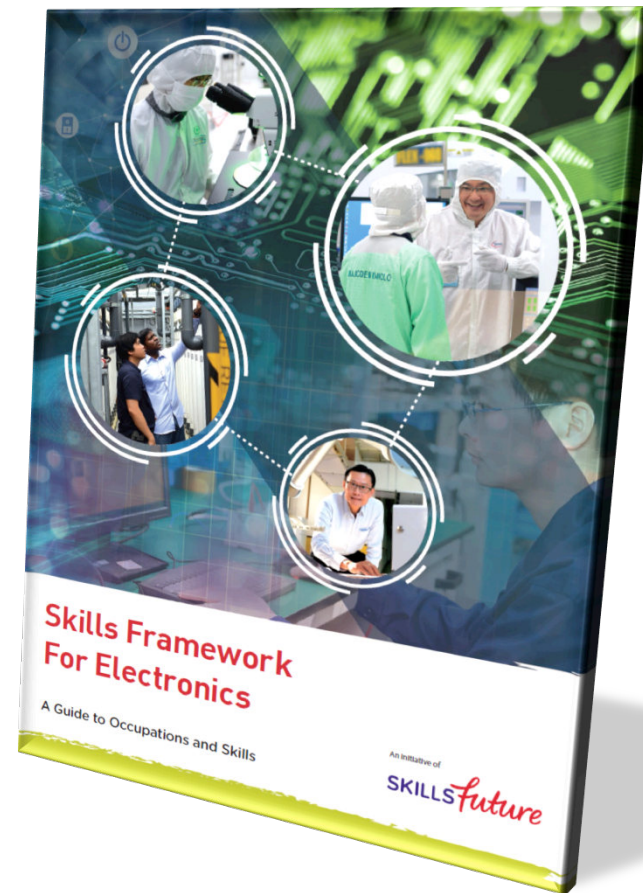
**SkillsFuture  
Employer Award  
[2018]**





## Adoption of Skills Framework

- **Unifying Language**
- **Transparency**
- **HR Support Tool**





## ➤ Unifying Language

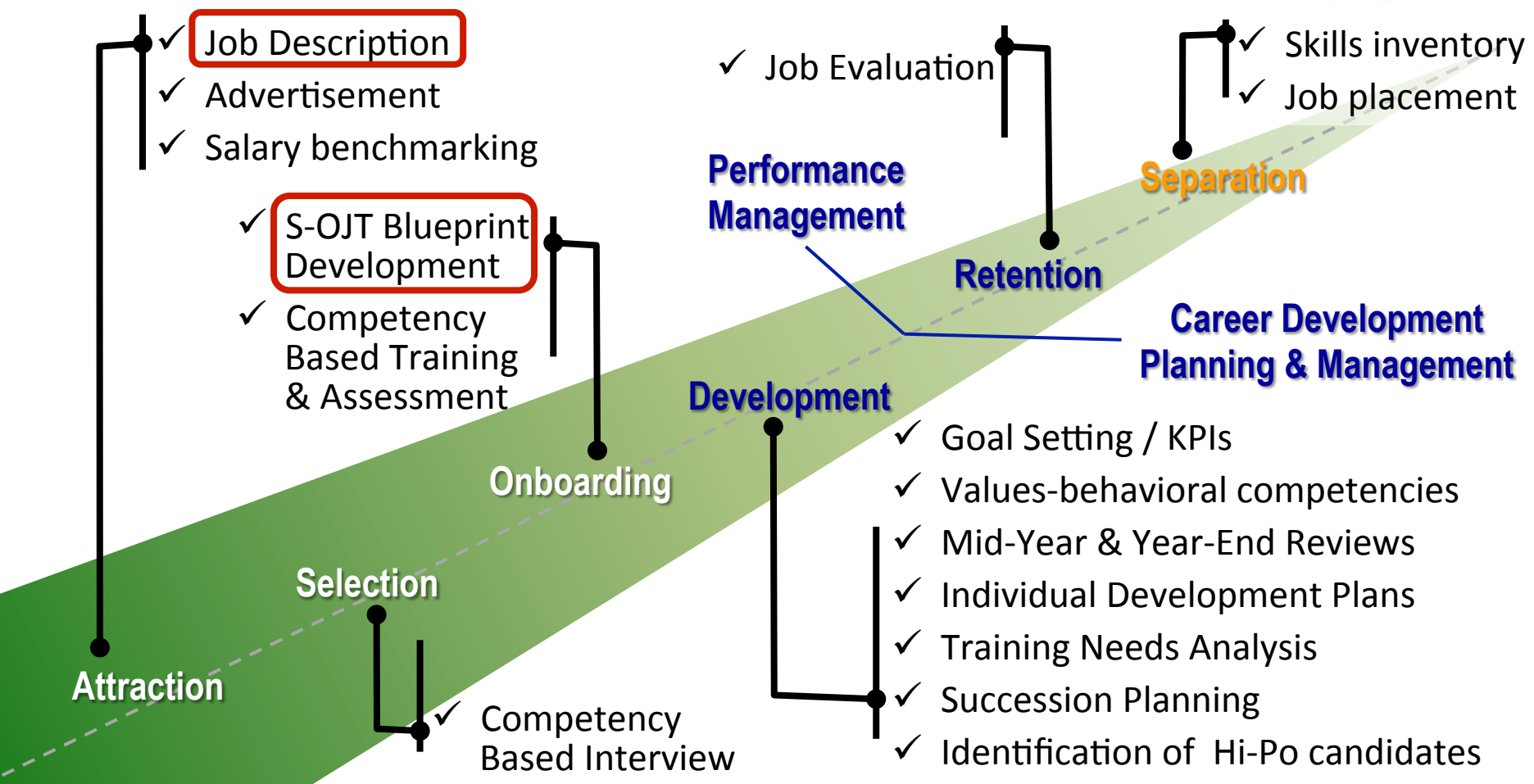
- Across sites ( Overseas / Local )
- Between HR and Operations (*e.g. dev't of job scope for new role*)
- Competency-based Talent Specifications

## ➤ Transparency

- Development guide for all employees (*IDP ; LNA*)
- Strength-Shortfall analysis (*for succession planning*)

## ➤ HR Support Tool

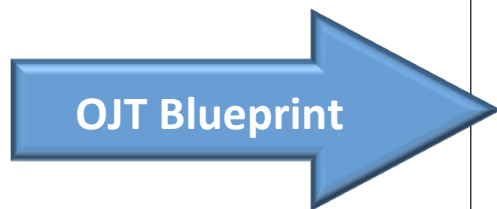
- Benchmarking (*e.g. job size, salary bands*)
- Alignment & Harmonisation (*e.g. post-acquisition activities*)
- Other HR Initiatives & Interventions





# Application of Skills Framework

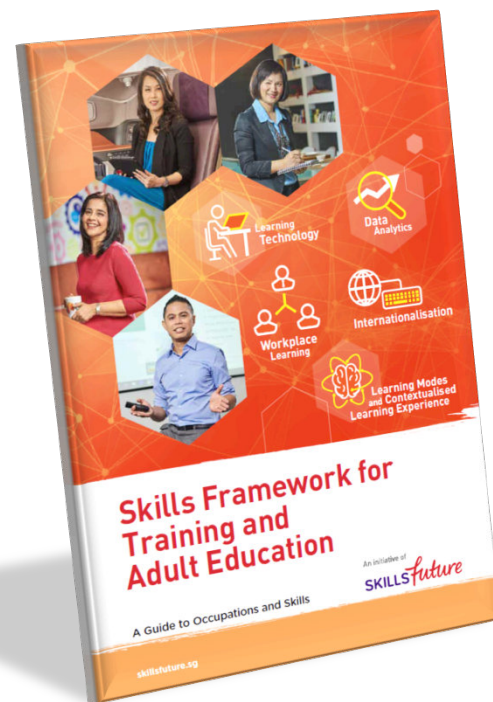
MINIMUM REQUIREMENTS	
Specifies the <u>minimum</u> requirements that the position holder would need to be considered competent for this role	
<b>Education &amp; Experience</b>	<ul style="list-style-type: none"> <li>▪ Degree in HR or related field</li> <li>▪ 5 years of TA or HR generalist experience of which at least 3 years in a managerial capacity</li> <li>▪ Experience in a manufacturing environment is an advantage.</li> </ul>
<b>Specific Skills (Knowledge, skills and aptitude)</b>	<p style="text-align: center;"><b>*Technical Skills Competencies</b></p> <ul style="list-style-type: none"> <li>▪ Employer Branding (Level 4)</li> <li>▪ HR Advisory (Level 4)</li> <li>▪ HR Policies &amp; Legislation Framework Management (Level 4)</li> <li>▪ Recruitment Channel Management (Level 4)</li> <li>▪ Selection Management (Level 4)</li> <li>▪ Stakeholder Engagement &amp; Management (Level 4)</li> <li>▪ Project Management (Level 4)</li> <li>▪ Financial Acumen (Level 3)</li> </ul>
	<p style="text-align: center;"><b>*Generic Skills Competencies</b></p> <ul style="list-style-type: none"> <li>▪ Communication (Advanced)</li> <li>▪ Creative Thinking (Advanced)</li> <li>▪ Interpersonal Skills (Advanced)</li> <li>▪ Decision Making (Advanced)</li> <li>▪ Resource Management (Intermediate)</li> </ul>
<small>*Technical &amp; Generic Skills and Competencies (TSCs &amp; GSCs) and Proficiency Levels based on Skills Framework for Human Resource</small>	
Other competencies (if not in above list)	



S/N	Main Tasks	Task elements	Key point	Task Standard	Skills & Knowledge	Training Guidelines	OJT Hours
2	Engineering Fundamentals (cont'd)	Out of Control Action Plan (OCAP)	<ul style="list-style-type: none"> <li>• Know about the OCAP in OEE (eOCAP)</li> <li>• Retrieve the correct eOCAP in OEE</li> <li>• Implementation and verification processes for a Corrective Action (CA)</li> <li>• Disposition &amp; recording procedures.</li> </ul>	Able to retrieve the correct eOCAP and explain how the CA are carried out and verified.	<p><b>KNOWLEDGE:</b> Storage location and retrieval process of the relevant eOCAP in the OEE. Perform the Corrective Action (CA), including disposition and recording.</p> <p><b>TSC:</b></p> <ul style="list-style-type: none"> <li>• <b>Manufacturing Process Management (Level 3)</b></li> <li>• <b>Operation Management (Level 4)</b></li> <li>• <b>Quality Process Control (Level 3)</b></li> </ul> <p><b>GSC:</b></p> <ul style="list-style-type: none"> <li>• <b>Decision Making (Basic)</b></li> <li>• <b>Digital Literacy (Basic)</b></li> </ul>	<p><b>EXPLAIN:</b> Purpose and importance of the eOCAP.</p> <p><b>PRACTICE:</b> Demonstrate retrieval of an applicable eOCAP from the OEE and show how the measures stated are implemented.</p>	



Next...



**Define TSCs to up-skill our  
in-house Adult Educators**





# Final thoughts on th



1. Applicable within and across industries.
2. Helpful resource to address manpower skills-related issues.
3. Excellent starting point, especially for SMEs with lean HR teams.
4. People development is the job of every manager; not just HR.
5. Don't wait any longer ...



# What Are Some **Next Steps** For Your Enterprise?

**Step 1** Visit the Skills Framework portal

**Step 2** Select a Skills Framework

**Step 3** Open a document of your interest



<http://www.skillsfuture.sg/skills-framework>



# What Are Some **Next Steps** For Your Enterprise?

**Step 4** **Leave** your contact details behind

\*You will get **further support and help** in applying Skills Framework for the benefit of your enterprise



**Drop** your **namecard** into the bowl, or

<https://tinyurl.com/SkillsFrameworkForYou>



**Leave** your details in this link



# Thank You

To find out more about Skills Framework and how it can benefit your business, you may contact:

Mr Barry Chou

Principal Manager, SSG

[barry\\_chou@ssg.gov.sg](mailto:barry_chou@ssg.gov.sg)

**More To Come....**

***To Support You & Your Enterprise***



# Other SkillsFuture Initiatives For Your Enterprise

## SKILLSfuture Advice

A 1.5hr fully funded workshop tailored to your organisation to empower self-directed learning amongst your employees.

## SKILLSfuture Digital Workplace

A 2-day programme to develop digital confidence in your employees.

## SKILLSfuture Series

Acquire skillsets in eight emerging areas:

- Advanced Manufacturing
- Cyber Security
- Data Analytics
- Digital Media
- Entrepreneurship
- Finance
- Tech Enabled Services
- Urban Solutions

## SKILLSfuture Earn & Learn

Hire fresh graduates from ITEs and Polytechnics with relevant skills and aptitude to meet your company's needs.

## SKILLSfuture Employer Awards

Honours exemplary employers who champion employee's skills development and build a culture of lifelong learning in their workplace

## MySKILLSfuture

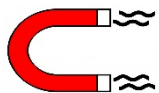
Access to training information anytime







## Examples of how SFw can help Enterprises ...



**Talent Attraction**



**Performance Management**



**Career Management**



**Learning And Development**

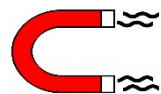


**Meet Marilyn, a HR executive in a local SME and an expert in using the Skills Frameworks to help her in her work.**

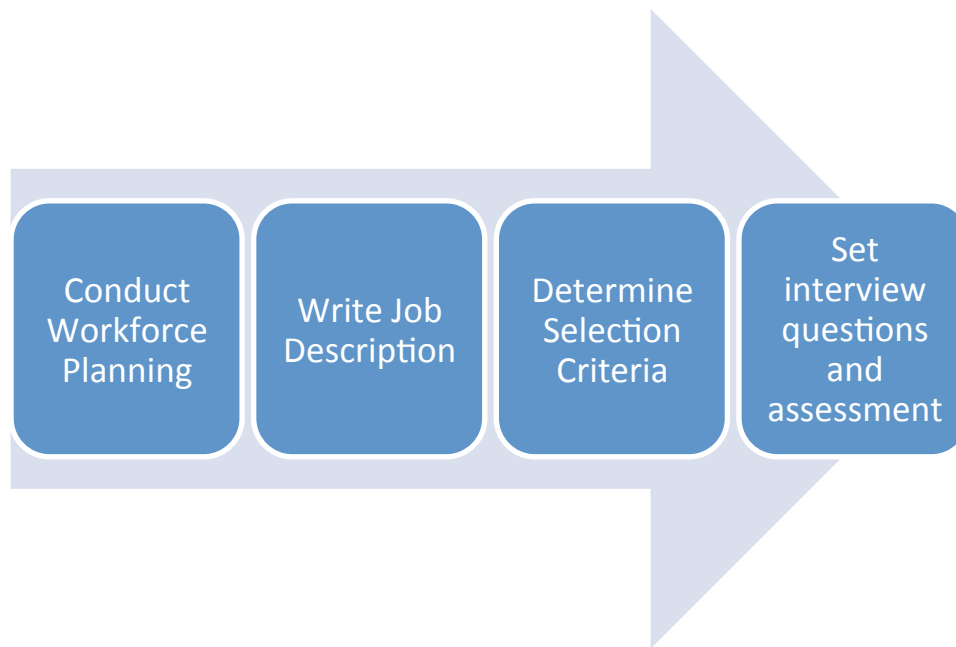
**Let's see how she does it!**



1



# Talent Attraction....





# E-Commerce Executive

## JOB DESCRIPTION

The E-Commerce Executive contributes to the growth of the e-commerce business by enhancing the customer experience, executing customer order fulfilment and maintaining the technology and infrastructure. He/she is also responsible for performing data analysis to generate data-driven commercial insights and managing relationships with partners.

He works in a fast-paced and digitally-centric environment where he ensures seamless end-to-end integration of the e-commerce business.

He is an energetic, collaborative and results-oriented self-starter. He is technology-savvy, structured and is able to operate well in a team under pressure.



### CRITICAL WORK FUNCTIONS

Drive e-commerce business growth

Marketing and activities over

Business segments in global

at landscape

### KEY TASKS

- Implement e-commerce activities
- Contribute to revenue and profitability growth across digital platforms
- Identify strategic business partnerships
- Implement new business collaboration initiatives

**Critical Work Functions translate to Overall Job Objectives**

**Key Tasks translate to Key Tasks and Responsibilities**





## E-Commerce Executive



### JOB DESCRIPTION

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He is an energetic, collaborative and results-oriented self-starter. He is technology-savvy, structured and is able to operate well in a team under pressure.



### Sample Job Role Listing

Our company is seeking an experienced E-Commerce professional who will be responsible for enhancing the customer experience and executing customer order fulfilment in our sales portal. The candidate will also be responsible in conducting data analysis of the sales portal, so as to better drive traffic to the portal and increase sales per customer.

The candidate will need to be able to work in a fast-paced, digitally-centric and collaborative environment, delivering consistent results.

Use the Job  
Description to  
**customise your  
organisation's job  
description**



## E-Commerce Executive

### CRITICAL WORK FUNCTIONS

Drive e-commerce business growth

#### KEY TASKS

- Implement e-commerce activities
- Contribute to revenue and profitability growth across digital platforms
- Identify strategic business partnerships
- Implement new business collaboration initiatives
- Monitor sales, promotions, marketing and social media programmes and/or activities over digital platforms
- Coordinate with cross-functional teams on execution of brand, marketing and e-commerce activities
- Monitor new market trends, business opportunities and market segments in global and local landscape

### Sample Job Role Listing

#### Key Responsibilities

- Implement e-commerce activities on the sales portal
- Implement e-commerce sales promotions and product launches
- Contribute to revenue and profitability growth in the sales portal
- Coordinate with marketing and customer service teams on monthly sales promotions
- Monitor new market trends, business opportunities and market segments in the Singapore market

Use the Key Tasks to **write**  
**job descriptions/**  
**responsibilities**



Conduct  
Workforce  
Planning

Write Job  
Description

Determine  
Selection  
Criteria

Interview  
Questions  
And

# E-Commerce Executive



## TECHNICAL SKILLS AND COMPETENCIES

Consumer Intelligence Analysis	Level 3
Content Management	Level 3
Content Management System Utilisation	Level 3
Content Writing and Editing	Level 3
Crisis Management	Level 3

## GENERIC SKILLS AND COMPETENCIES (TOP 5)

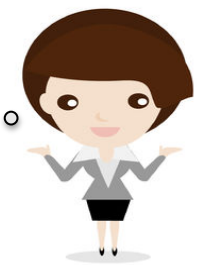
Communication	Intermediate
Teamwork	Intermediate
Problem Solving	Intermediate
Interpersonal Skills	Intermediate
Service Orientation	Intermediate

### Candidates for E-Commerce Executive

	Consumer Intelligence Analysis	Content Writing and Editing	Communication	Teamwork	Total	Comments
Name 1						
Name 2						
Name 3						

- Data Analytics
- Data-mining and Modelling
- Delivery Management
- Delivery Optimisation

Determine a selection criteria based on skills and competencies to shortlist potential candidates for interviews.







# E-Commerce Executive



## TECHNICAL SKILLS AND COMPETENCIES

Consumer Intelligence Analysis	Level 3
Content Management	Level 3
Content Management System Utilisation	Level 3
Content Writing and Editing	Level 3
Crisis Management	Level 3

## GENERIC SKILLS AND COMPETENCIES (TOP 5)

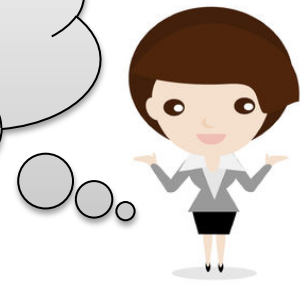
Communication	Intermediate
Teamwork	Intermediate
Problem Solving	Intermediate
Interpersonal Skills	Intermediate
Service Orientation	Intermediate

Name 1

Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence	Comments
Consumer Intelligence Analysis						
Content Writing and Editing						
Communication						
Teamwork						

Delivery Optimisation Level 3

An Interview Evaluation Form based on skills and competencies help interviewers **assess candidates objectively and consistently.**





## Skill & Competency

## Interview Question(s)

### Teamwork (GSC)

Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to improve team performance.

1. Describe a specific incident in your work experience that you had to step up and support your team mates in order to improve your team's success.
2. What challenges did you face and how did you overcome them?



The technical and generic skills and competencies can be used to **craft competency-based interview questions** too!

Conduct  
Workforce  
Planning

Write Job  
Description

Determine  
Selection  
Criteria

Interview  
Questions  
And



2



# Performance Management

Identify Job  
Roles And  
Performance  
Standards

Determine  
Performance  
Criteria

Design  
Performance  
Appraisal  
Form



## E-Commerce Executive

### CRITICAL WORK FUNCTIONS

Drive e-commerce business growth

Use key tasks to **identify performance standards and requirements** in various aspects of the job

### KEY TASKS

- Implement e-commerce activities
- Contribute to revenue and profitability growth across digital platforms
- Identify strategic business partnerships
- Implement new business collaboration initiatives
- Monitor sales, promotions, marketing and social media programmes and/or activities over digital platforms
- Coordinate with cross-functional teams on execution of brand, marketing and e-commerce activities
- Monitor new market trends, business opportunities and market segments in global and local landscape

Identify Job Roles  
And Performance  
Standards

Determine  
Performance  
Criteria

Design  
Performance  
Appraisal Form



# E-Commerce Executive

## CRITICAL WORK FUNCTIONS

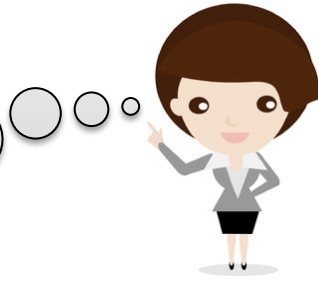
Drive e-commerce business growth

Performance Appraisal Form for E-Commerce Executive					
Key Task(s)	Performance Evaluation by Appraiser				
	Does Not Meet Expectation	Meets Expectation Sometimes	Constantly Meets Expectation	Exceeds Expectation Sometimes	Constantly Exceeds Expectation
<i>E.g. Implement e-commerce sales promotions and product launches</i>			✓		
<i>Contribute to revenue and profitability growth on online portal</i>			✓		
<i>Coordinate with marketing and customer service teams on monthly sales promotions</i>					

### KEY TASKS

- Implement e-commerce activities
- Contribute to revenue and profitability growth across digital platforms
- Identify strategic business partnerships
- Implement new business collaboration initiatives
- Monitor sales, promotions, marketing and social media programmes and/or activities over digital platforms
- Coordinate with cross-functional teams on execution of brand, marketing and e-commerce activities
- Monitor new market trends, business opportunities and market segments in global and local landscape

**Identify and adapt performance criteria in the design of the performance appraisal form.**

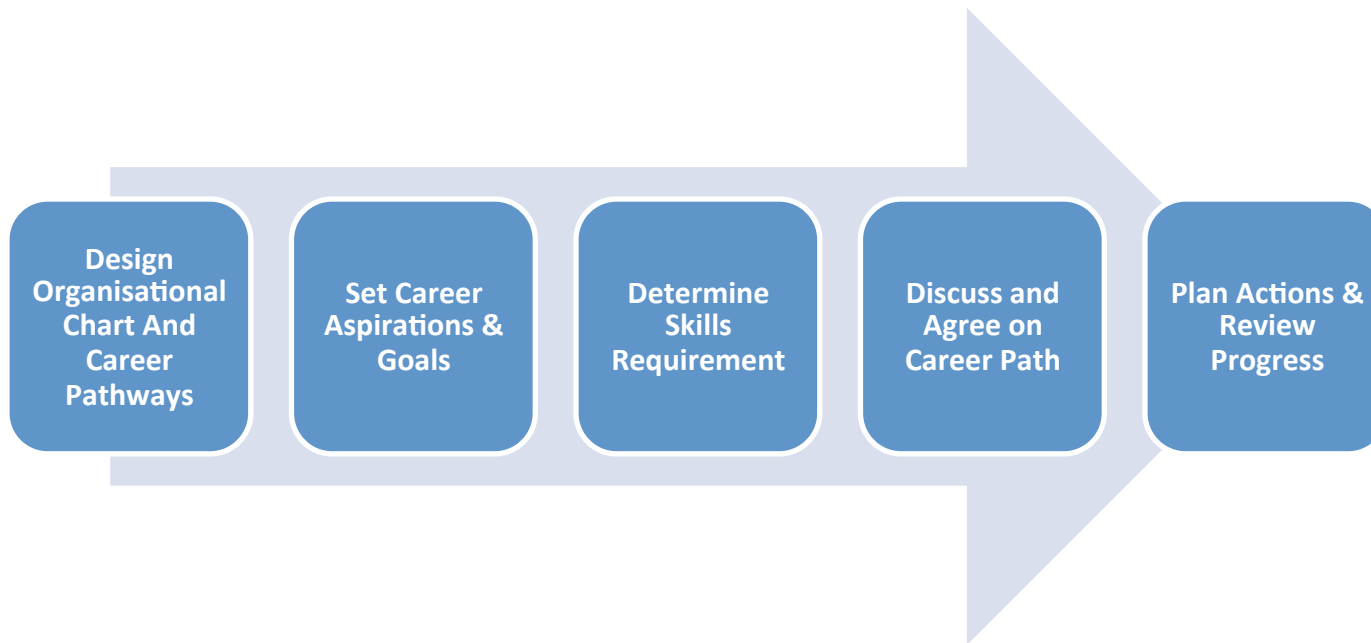




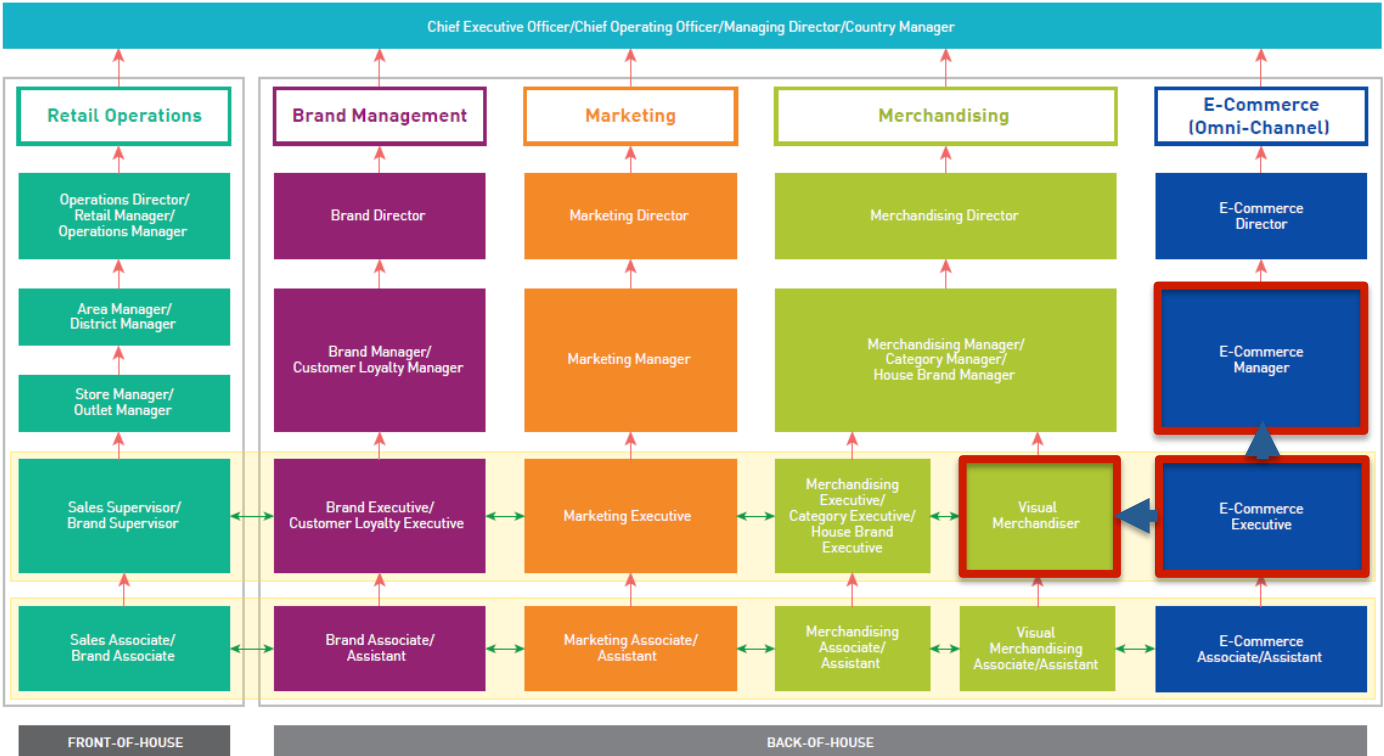
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# Career Management



# Example: E-Commerce Executive (Skills Framework For Retail)



Line/ HR leaders and employees can converse on career aspirations and development (vertical or lateral), based on the organisational chart and career pathways.



Front-of-House comprises the Retail Operations track

Back-of-House comprises the Brand Management, Marketing, Merchandising and E-Commerce (Omni-Channel) tracks

Denotes vertical career progression

Denotes lateral (cross-functional) career progression across tracks





## E-Commerce Manager

### TECHNICAL SKILLS AND COMPETENCIES

Brand Campaign Management	Level 4
Brand Portfolio Management	Level 4
Business Continuity Management	Level 4
Business Continuity Planning	Level 4
Business Negotiation	Level 4
Business Operational Planning	Level 4
Business Opportunities Development	Level 4
Business Performance Management	Level 4
Business Relationship Building	Level 4
Business Risk Assessment	Level 4
Communications Channel Management	Level 4
Compliance with Legal Regulations	Level 4
Conflict Management	Level 4
Consumer Intelligence Analysis	Level 4
Content Management	Level 3
Content Management System Utilisation	Level 3
Content Writing and Editing	Level 3
Crisis Management	Level 4

### GENERIC SKILLS AND COMPETENCIES (TOP 5)

Leadership	Advanced
Problem Solving	Advanced
Decision Making	Advanced
Communication	Advanced
Interpersonal Skills	Intermediate



Line/ HR leaders and employees can better **ascertain the skills required** in the desired job role.





## E-Commerce Executive

### TECHNICAL SKILLS AND COMPETENCIES

Brand Campaign Management	Level 3
Brand Portfolio Management	Level 3
Business Continuity Management	Level 3
Business Negotiation	Level 3
Business Operational Planning	Level 3
Business Opportunities Development	Level 3
Business Relationship Building	Level 3
Business Risk Assessment	Level 3
Colour Concept Application	Level 3
Communications Channel Management	Level 3
Compliance with Legal Regulations	Level 3
Conflict Management	Level 3
Consumer Intelligence Analysis	Level 3
Content Management	Level 3
Content Management System Utilisation	Level 3
Content Writing and Editing	Level 3
Crisis Management	Level 3
Customer Acquisition Management	Level 3

## E-Commerce Manager

### TECHNICAL SKILLS AND COMPETENCIES

Brand Campaign Management	Level 4	Level Up
Brand Portfolio Management	Level 4	Level Up
Business Continuity Management	Level 4	Level Up
Business Continuity Planning	New	Level 4
Business Negotiation	Level 4	Level Up
Business Operational Planning	Level 4	Level Up
Business Opportunities Development	Level 4	Level Up
Business Performance Management	New	Level 4
Business Relationship Building	Level 4	Level Up
Business Risk Assessment	Level 4	Level Up
Communications Channel Management	Level 4	Level Up
Compliance with Legal Regulations	Level 4	Level Up
Conflict Management	Level 4	Level Up
Consumer Intelligence Analysis	Level 4	Level Up
Content Management	Level 3	
Content Management System Utilisation	Level 3	
Content Writing and Editing	Level 3	
Crisis Management	Level 4	Level Up



Line/ HR leaders and employees can also easily **determine the additional skills required** to progress to the desired job role.





4



# Learning And Development

Identify Skills  
Requirements/  
Gaps

Identify  
Training  
Courses

Design Training  
Plan



## Technical Skills & Competencies (TSCs)



TSC Category	TSC Title	TSC Description
Innovation	Customer Experience Innovation	Identify elements that form customer expectations and develop new methods to design, innovate and achieve desirable levels of customer experience
	Drive Productivity and Innovation	Engender a culture to encourage idea generation that promotes productivity and innovation across the organisation
	Idea Generation and Selection	Facilitate discussions, seek opinions from others, brainstorm ideas to realise business opportunities and improve current working conditions
	Innovation Management	Identify organisational needs for innovation, establish systems to foster innovation and develop effective ways of working to enhance organisational performance



For example, one key skill for an E-Commerce Executive is 'Customer Experience Innovation'.



## E-Commerce Executive

### TECHNICAL SKILLS AND COMPETENCIES

Consumer Intelligence Analysis	Level 3
Content Management	Level 3
Content Management System Utilisation	Level 3
Content Writing and Editing	Level 3
Crisis Management	Level 3
Customer Acquisition Management	Level 3
Customer Behaviour Analysis	Level 3
Customer Loyalty and Retention Strategy Formulation	Level 4
<b>Customer Experience Innovation</b>	<b>Level 3</b>
Customer Relationship Management (CRM)	Level 3
Data Analytics	Level 3
Data-mining and Modelling	Level 3
Delivery Management	Level 3
Delivery Optimisation	Level 3

### GENERIC SKILLS AND COMPETENCIES (TOP 5)

Communication	Intermediate
Teamwork	Intermediate
Problem Solving	Intermediate
Interpersonal Skills	Intermediate
Service Orientation	Intermediate

Identify Skills Requirements/  
Gaps

Identify Training Courses

Design Training Plan





## General Descriptors For Technical Skills and Competencies (TSCs)



Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
3	<p>Work under broad direction</p> <p>May hold some accountability for performance of others, in addition to self</p>	<p>Use discretion in identifying and responding to issues, work with others and contribute to work performance</p>	<p>Less routine</p>	<ul style="list-style-type: none"> <li>Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes</li> <li>Able to collaborate with others to identify value-adding opportunities</li> </ul>
2	<p>Work with some supervision</p> <p>Accountable for a broader set of tasks assigned</p>	<p>Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance</p>	<p>Routine</p>	<ul style="list-style-type: none"> <li>Understand and apply factual and procedural knowledge in a field of work</li> <li>Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools</li> <li>Present ideas and improve work</li> </ul>
1	<p>Work under direct supervision</p> <p>Accountable for tasks assigned</p>	<p>Minimal discretion required. Expected to seek guidance</p>	<p>Routine</p>	<ul style="list-style-type: none"> <li>Recall factual and procedural knowledge</li> <li>Apply basic skills to carry out defined tasks</li> <li>Identify opportunities for minor adjustments to work tasks</li> </ul>

Which means that he/she would need to be able to perform at this required level.



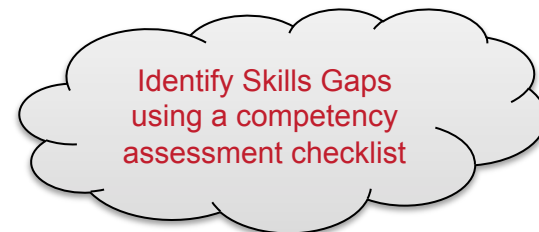


Competency Assessment Checklist for E-Commerce Executive								
Technical Skills & Competencies (TSCs)	Required Proficiency Level	Current Staff Proficiency Level (Level)						Comments
		1	2	3	4	5	6	
<i>E.g. Customer Experience Innovation</i>	<i>Level 3</i>		✓					<i>He is able to identify elements that form customer expectations, but needs to be able to generate more implementable ideas to achieve customer experience breakthroughs.</i>
<i>E.g. Customer Relationship Management</i>	<i>Level 3</i>			✓				<i>He has established implementable strategies and templates that the team has used to capture customer information and questions, for better retention.</i>
Generic Skills & Competencies (GSCs)	Required Proficiency Level	Current Staff Proficiency Level (Level)						
		Basic	Intermediate	Advanced				
<i>E.g. Communication</i>	<i>Intermediate</i>		✓					<i>He is able to articulate his thoughts and effectively gain buy-in towards achieving the team's outcomes.</i>

Identify Skills Requirements/ Gaps

Identify Training Courses

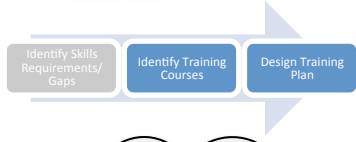
Design Training Plan





### Competency Assessment Checklist for E-Commerce Executive

Technical Skills & Competencies (TSCs)	Required Proficiency Level	Current Staff Proficiency Level (Level)						Comments
		1	2	3	4	5	6	
E.g. Customer Experience Innovation	Level 3		√					He is able to identify elements that form customer expectations, but needs to be able to generate more implementable ideas to achieve



Once skills gaps have been identified, we identify courses in Training Programme Listing, design training plan and send the employee for the relevant training!

Technical Skills and Competencies (TSC)			Modular Programmes	Providers
Category	Title	Proficiency Level		
Customer Experience	Service Leadership	3	Coordinate Interaction with Customers	Lighthouse Global Training and Consultancy Pte. Ltd.
			Role Model the Service Vision	Mendaki Social Enterprise Network Singapore Pte. Ltd.
			WSQ Role Model the Service Vision	NTUC LearningHub Pte. Ltd.
			Role Model the Service Vision	Service Quality Centre Pte. Ltd.
			Role Modelling to Establish Customer Relationship	Singapore Chinese Chamber Institute of Business
			Coordinate Interaction with Customers	Singapore Institute of Retail Studies
			Role Model the Service Vision	Singapore National Employers Federation
			Role Model the Service Vision	Training Vision Institute Pte. Ltd.
	Service Planning and Implementation	3	Manage Operations for Service Excellence	Andalus Corporation Pte Ltd
			Manage Service Operations (Version B)	Capelle Academy Pte. Ltd.
			Manage Operations for Service Excellence	Civil Service College
			Manage Operations for Service Excellence	Kaplan Professional
			Supervise Retail Operations	Lighthouse Global Training and Consultancy Pte. Ltd.
			Manage Operations for Service Excellence	Mendaki Social Enterprise Network Singapore Pte. Ltd.
			WSQ Manage Operations for Service Excellence	NTUC LearningHub Pte. Ltd.
			Manage Operations for Service Excellence	Service Quality Centre Pte. Ltd.
			Manage Service Operations and Performance	Singapore Chinese Chamber Institute of Business
			Supervise Retail Operations	Singapore Institute of Retail Studies
			Manage Operations for Service Excellence	Singapore Institute Of Retail Studies (SIRS)





Refer to **Emerging Trends and Skills in Demand** to identify learning and development for employees.

## Emerging Trends in the Retail Sector

The four major trends impacting the retail sector will give rise to a new set of skills and competencies in demand.

### EMERGING TRENDS



#### Growing E-Commerce Market

Services such as 24-hour online shopping and international delivery reach out to a wide segment of consumers



#### Growing Consumer Expectations

Consumers are seeking new experiences, personalised shopping and seamless transitions across channels



#### Digitisation of Retail

New technologies increase productivity and enhance business operations and processes



#### Overseas Market Opportunities

New markets and opportunities are opening for Singapore retailers as consumers are now well-travelled and keenly aware of global trends

### SKILLS IN DEMAND



Content Management



Data Analytics



Blog and Vlog Deployment



Infographics and Data Visualisation



Inbound Marketing



Social Media Management



Paid Search Engine Marketing



User Interface and User Experience (UI and UX) Optimisation



Search Engine Optimisation (SEO)



Delivery Optimisation



Affiliate Marketing



Order Fulfilment and Returns Processing



Mobile Apps Marketing





## Find out more at the SFw Workshops **COMPLIMENTARY**

*especially designed for employers & HR practitioners*



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### Key Takeways:

1. Appreciate the intent and purposes of SFw
2. Appreciate the components of SFw (e.g. career pathways, skills)
3. Understand how the SFw can be **applied to enhance HRM & HRD practices** (e.g. talent attraction, performance management, career management, learning and development)
4. Relate how the skills can **support business outcomes**