

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE  
SKILLS MAP - DEPUTY GENERAL MANAGER/CHIEF OPERATING OFFICER**

<b>Sector</b>	Marine and Offshore	
<b>Track</b>	General Management	
<b>Occupation</b>	Senior Executive	
<b>Job Role</b>	<b>Deputy General Manager/Chief Operating Officer</b>	
<b>Job Role Description</b>	<p>The Deputy General Manager/Chief Operating Officer leads and develops a team with operational responsibilities to ensure that the organisation achieves its business objectives and is responsible for formulating long-term business strategies to achieve profitable revenue growth. He/She directs the preparation of operating budgets and proposals for capital expenditure and investments in infrastructure, technology, equipment, systems, and other assets and resources.</p> <p>He applies strategic thinking and people management strategies to manage key business relationships as well as ensure proper implementation of workplace safety and health (WSH) standards across the business verticals.</p>	
<b>Critical Work Functions and Key Tasks</b>	<b>Critical Work Functions</b>	<b>Key Tasks</b>
	Define strategic business direction	Support development of organisational business goals
		Identify new opportunities within defined business verticals
		Define medium-term strategic plans to expand current business
		Review operational strategies, policies, and targets across business verticals
		Develop corporate governance standards and practices for business verticals based on organisational policies and guidelines in alignment with code of corporate governance and relevant regulatory requirements
	Drive organisational business performance	Support development of business performance indicators and measurement standards across organisation
		Review business performance against plans
		Identify principal risks to the organisation
		Advise the management team regularly on business conditions, based on commercial information and actual financial performance against budget and evaluation of variances
	Establish quality management policies and processes	Ensure all business functions are aligned to the quality management system of the organisation
		Support development of organisational quality management policies
		Recommend effective internal controls and quality management related information systems
		Stay abreast of quality-related market trends
	Promote workplace safety and health	Endorse organisational quality management policies
		Ensure the implementation of workplace safety and health (WSH) standards across the business verticals
		Support development of WSH policies and procedures
		Mitigate and resolve WSH-related escalations
		Ensure that the organisation has appropriate WSH measures established to conduct work activities both lawfully and ethically
	Lead people	Stay abreast of international WSH regulations pertaining to marine and offshore sector
		Collaborate with business heads to identify areas of technical and business management training development
		Establish performance indicators to benchmark against effectiveness of learning and development program based on industry best standards
		Support the development of organisation's employee development system
		Use performance management processes as a tool for supporting employee development and improvement
Implement succession planning initiatives for key management positions and Business Heads		
Suggest strategies in attracting new employees based on business objectives and regulatory standards		
Grow business and stakeholder relationships	Manage relationships with business stakeholders, government agencies, media, academia, and customers through focused initiatives	
	Establish key stakeholder relationship management audit processes and criteria	
	Conduct key stakeholder analysis to identify key internal and external stakeholders	
	Develop frameworks for managing conflict, grievances and disputes	
	Review business expansion proposals	
	Identify new business growth opportunities to strengthen organisation's position in the marketplace	

		Evaluate internal work capacity requirements to identify potential areas of new business opportunities		
	Strive for continuous improvement	Determine short and long-term financial needs to assess current financial situations		
		Directs the preparation of operating budgets and proposals for capital expenditure and investments in infrastructure, technology, equipment, systems, or other assets and resources		
		Establish systems to support innovation within the organisation		
		Develop business readiness plans, considering resources, other elements, capabilities and activities required for effective change transition		
		Identify market trends and developments that may impact organisational marketing activities		
		Implement operational risk management policies and processes		
<b>Skills &amp; Competencies</b>	<b>Technical Skills and Competencies</b>		<b>Generic Skills and Competencies (Top 5)</b>	
	Business Negotiation	Level 5	Leadership	Advanced
	Business Presentation Delivery	Level 5	Decision Making	Advanced
	Business Proposal Writing	Level 5	Global Mindset	Advanced
	Change Management	Level 5	Resource Management	Advanced
	Conflict Resolution	Level 5	Communication	Advanced
	Continuous Quality Improvement	Level 5		
	Corporate Governance	Level 5		
	Crisis Management	Level 5		
	Emergency Response Management	Level 2		
	Financial Budgeting	Level 6		
	Financial Planning	Level 5		
	Innovation Management	Level 5		
	Intellectual Property Management	Level 5		
	Manpower Forecasting	Level 5		
	Market Research	Level 5		
	Operational Risk Management	Level 5		
	Opportunity Development	Level 5		
	Organisational Performance Management	Level 5		
	Procurement Coordination and Policy Development	Level 6		
	Quality System Management	Level 5		
	Service Excellence	Level 4		
	Staff Performance Management	Level 4		
	Stakeholder Management	Level 4		
	Strategy Development	Level 5		
	WSH Culture Development	Level 5		
WSH Performance Management	Level 2			
WSH Policy Development	Level 5			
<b>Programme Listing</b>	For a list of Training Programmes available for the Marine and Offshore sector, please visit: <a href="http://www.skillsfuture.sg/skills-framework/marineandoffshore">www.skillsfuture.sg/skills-framework/marineandoffshore</a>			

The information contained in this document serves as a guide.