

# Overview of Technical Skills and Competencies

## Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels						
			1	2	3	4	5	6	
<b>Branding, Publicity, Digital Marketing and E-Commerce</b>	Brand Portfolio Management	Formulate brand portfolio strategies, define branding features as well as create brand differentiators to expand portfolio user base		●	●	●	●		
	Digital Marketing	Develop, execute and evaluate digital marketing strategies and campaigns to promote online presence and deliver value proposition through the use of various digital marketing channels and platforms		●	●	●	●		
	E-Commerce Campaign Management	Develop, manage and execute e-commerce strategies and campaigns according to agreed timelines and budgetary requirements		●	●	●	●		
	Marketing Campaign Management	Develop evaluation strategies for marketing campaign effectiveness and analyse data to provide recommendations for improvements in future marketing campaigns		●	●	●	●		
	Social Media Management	Leverage various social networking platforms to deliver the organisation's value propositions as well as contextual and targeted messaging based on real-time customer insights to engage in two-way communication with prospects and customers		●	●	●	●		
	Website Design	Determine and review purposes, expectations and functionalities of websites, as well as analyse the user-interface design requirements		●	●	●			
	Website Performance Management	Design mechanisms to identify website maintenance, administration, or performance problems, as well as generate website performance benchmarks reports and record outcomes against specification		●	●	●			
<b>Business Development</b>	Business Negotiation	Conduct negotiations to establish win-win outcomes for the organisation			●	●	●		
	Business Presentation Delivery	Perform required tasks to prepare and present information in various business settings involving preparation, understanding of audience, delivery and tailoring of messages to be conveyed			●	●	●		
	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers			●	●	●		
	Data Analytics	Implement data analytics within the organisation to generate business insights and intelligence through the use of statistical and computational techniques and tools, algorithms, predictive data modelling and data visualisation		●	●				
	Mergers and Acquisition	Analyse mergers and acquisition strategically to identify opportunities to drive down effective tax rates and increase organisation valuations					●	●	
	Networking	Identify and establish industry stakeholder relationships at all levels of business operations to further the organisation's strategies and objectives			●	●	●		
	Product Development	Evaluate customer and market trends to determine value proposition, cost-effectiveness and profitability of proposed products in different markets		●	●	●	●		
	Supplier Sourcing	Formulate organisational strategies to source for, manage and review supplier contracts		●	●	●	●		

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Business Finance	Budgeting	Prepare organisational budgets to support short- and long-term business plans through forecasting, allocation and financial policy setting				●	●			
Business Management	Continuous Improvement Management	Apply continuous improvement processes to optimise operating cost, task efficiency and effectiveness in production, services and processes		●	●	●	●			
	Resource Management	Plan and manage resources to ensure optimisation of resources and sustainability of business operations		●	●	●	●			
	Solutions Design Thinking	Construct solution based upon logic, imagination, intuition, and systemic reasoning, to explore possibilities of what can be and create desired outcomes that benefit the organisation and customers			●	●	●			
	Strategy Planning	Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders				●	●			
	Systems Thinking Application	Understand complexity of cause-and-effect relationships of systems and processes across the organisation, as well as evaluate systems based on value-creation and contribution to specific issues		●	●	●	●			
	Technology Integration	Integrate technologies into business operations of the organisation to optimise efficiency and effectiveness of processes		●	●	●				
General Management	Business Performance Management	Implement organisational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps			●	●	●			
	Change Management	Manage organisational change management systems to drive organisational success and outcomes by preparing, equipping and supporting adoption of change			●	●	●			
	Innovation Management	Manage organisation's ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products			●	●	●			
	Vendor Management	Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, and compliance standards			●	●	●			
Health, Safety and Environment (HSE) Management	Hazards and Risk Identification and Management	Implement a systematic approach for hazard identification and risk assessment so as to effectively eliminate or reduce risks		●	●	●				
People Development	Effectiveness Management	Set goals with team and evaluate team's effectiveness in achieving the defined goals and objectives			●	●	●			
	Learning and Development	Manage employees' learning and development activities to maximise employee' potential and capabilities to contribute to the organisation		●	●	●	●			

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Project Management	Manpower Planning	Estimate and fulfil manpower requirements to achieve business goals and targets				●	●	
	Project Feasibility Assessment	Assess the business environment and organisational capabilities to evaluate and determine the feasibility of a project				●	●	
	Project Management	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems			●	●	●	
Quality Assurance and Quality Control (QA & QC) Management	Quality Assurance Management	Establish and implement quality assurance (QA) parameters and procedures to ensure compliance with the organisation's Quality Management System (QMS) requirements		●	●	●	●	
Research and Data Analytics	Capital Expenditure and Investment Evaluation	Assess investments based on alignment with strategies, affordability, acceptable returns and prioritisation of options			●	●	●	
	Data Mining and Modelling	Establish and deploy data modelling techniques to support narrative and predictive analytics efforts and identify trends and patterns for simulation and forecasting purposes		●	●	●		
	Demand Analysis	Devise frameworks to assess market dynamics and execute analyses to uncover demand outlook of products or services			●	●	●	
	Market Profiling	Segment the markets, select the targeting strategies and tactics, profile the target segments and develop the positioning strategies as well as implementation activities		●	●	●	●	
	Market Research	Formulate market research frameworks, as well as develop market research study objectives, market research plans and methodologies to analyse market trends and developments to forecast emerging market needs		●	●	●	●	
Risk Management and Regulatory Compliance	Business Continuity Planning	Develop and implement business continuity plans for organisational preparedness of disruptive events			●	●	●	
	Credit Risk Management	Establish the organisation's credit policies to assess the organisation's credit risk exposure			●	●	●	
	Enterprise Risk Management	Develop and implement risk management strategies to support business operations			●	●	●	●
	Fraud Risk Management	Evaluate organisation's fraud risk management			●	●	●	●
	Internal Controls	Evaluate effectiveness and efficiency of internal controls			●	●	●	
	International Trade Legislation Compliance	Identify all aspects of international trade process and foreign and multilateral trade laws for regulatory compliance		●	●	●	●	
	Market Risk Management	Manage risks arising from movement in foreign exchange rates, interest rates, credit spreads, equities and commodities prices, cash flow and liquidity positions		●	●	●	●	
	Operations Risk Management	Develop and implement operations risk management strategies to facilitate business operations		●	●	●	●	

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Risk Management and Regulatory Compliance	Regulatory Risk Assessment	Analyse the impact of latest global regulatory developments and relevant laws on overall audit and/or engagement strategies				●	●	
	Risk Compliance and Governance	Enforce corporate governance and risk compliance within the organisation through the establishment of policies, compliance programmes and management systems				●	●	
Stakeholder and Customer Management	Business Opportunities Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation		●	●	●	●	
	Conflict Management	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively		●	●	●	●	
	Contract Development and Management	Manage contract creation, evaluation, negotiation, tendering to maximise operation and financial performance of an organisation				●	●	
	Customer Experience Management	Compile information and manage communication across various customer touch points to ensure a consistent and pleasant experience		●	●	●	●	
	Customer Relationship Management	Establish strategies, technologies and practices to manage and analyse data on customer interactions throughout the customer lifecycle, with the goal of improving business relationships with customers, assisting in customer retention and driving sales growth		●	●	●	●	
	Service Excellence	Create a positive customer experience to enhance the organisation's customer experience		●	●	●	●	
	Stakeholder Management	Manage organisation's key stakeholders, strategic partners and investors to ensure continuous levels of engagement by identifying needs, setting service standards and resolving issues in accordance with organisational procedures		●	●	●	●	
	Strategy Planning and Implementation	Business Planning	Translate organisational vision, mission and values into business operational plans as well as to review outcomes for continuous improvements			●	●	●
Organisational Analysis		Evaluate factors that can affect the organization's performance as well as strategically assessing the organization's own resources and potential for improvement				●	●	
Trade-Related Finance Management	Cash Flow Reporting	Maintain business units' cash flow reports by consolidating data and monitoring cash inflow and outflow transactions			●	●		
	Credit Assessment	Assess buyers' and sellers' credit worthiness based on internal credit guidelines			●	●	●	
	Trade Finance Management	Manage trade finance procedures by identifying appropriate solutions that minimise trade risks			●	●	●	
	Treasury Management	Balance and optimise the organisation's cash needs and cash balances and determine the optimal financing of working capital			●	●	●	

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Trading, Sales and Operations Management	Cargo Issuance and Dispatch	Maintain conditions and stipulated requirements for compliance before issuance and dispatch of imported and exported cargo	●	●	●	●		
	Cargo Receipt and Inspection	Conduct cargo operations associated with the instructions, procedures and labels relevant to the processing of the receipt and delivery of containers and cargo	●	●	●	●		
	Cargo Tracking System Administration	Perform processes in tracking of cargo movement via various forms of transport	●	●	●	●		
	Commodities Trading Management	Perform physical trades by monitoring and assessing the commodities markets to identify market-making opportunities			●	●	●	
	Delivery Management	Determine impact of transportation delivery on overall logistics service provision and manage fleet to improve efficiency, reduce costs and deliver products and services to customers	●	●	●	●		
	Derivatives Trading Management	Perform structured trades for proprietary and risk management objectives by identifying market-making opportunities			●	●	●	
	Freight and Cargo Claim Administration	Perform claim documentation and procedures including, filing and monitoring of claims and claims resolution		●	●	●		
	Import and Export Documentation Administration	Administer shipping documents associated with the import and export of goods	●	●	●	●		
	Inventory Control	Manage receipt, dispatch and storage of goods, and monitor and maintain inventory control to oversee the movement of inventory effectively		●	●	●	●	
	Order Fulfilment Administration	Administer receiving, processing, delivery and optimisation processes for orders, in order to support business and customer requirements	●	●	●	●		
	Procurement Management	Manage the ordering, receipt, review and approval of items from suppliers so as to meet business goals		●	●	●	●	
	Product Advisory	Develop, maintain and convey detailed and specialised product knowledge as well as keep abreast of emerging product knowledge to address buyer/seller requirements		●	●	●	●	
	Sales Closure	Perform numerical calculations and execute selling strategies to complete sales of products to the satisfaction of buyers and sellers		●	●	●		
	Sales Target Management	Evaluate and monitor sales target and performance to plan and initiate actions to achieve excellence in sales delivery			●	●	●	
Workplace Safety and Health (WSH) Management	Emergency Response Management	Manage emergency response plans for the range of contingencies affecting work operations such as fire, explosion, power failure, chemical spillage, leakages, collapses, flooding, falling from height and other types of emergencies		●	●	●	●	

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## 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)
6	Accountable for significant area of work, strategy or overall direction	Empower to chart direction and practices within and outside of work (including professional field/ community), to achieve/ exceed work results	Complex	<ul style="list-style-type: none"> <li>• Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge</li> <li>• Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice</li> <li>• Demonstrate exemplary ability to innovate, and formulate ideas and structures</li> </ul>
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex	<ul style="list-style-type: none"> <li>• Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles</li> <li>• Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work</li> <li>• Manage and drive complex work activities</li> </ul>
4	Work under broad direction  Hold accountability for performance of self and others	Exercise judgment; Adapt and influence to achieve work performance	Less routine	<ul style="list-style-type: none"> <li>• Evaluate and develop factual and conceptual knowledge within a field of work</li> <li>• Select and apply a range of cognitive and technical skills to solve non-routine/ abstract problems</li> <li>• Manage work activities which may be unpredictable</li> <li>• Facilitate the implementation of innovation</li> </ul>
3	Work under broad direction  May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	<ul style="list-style-type: none"> <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	Work with some supervision  Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Routine	<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	Work under direct supervision  Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	<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>