

SKILLS FRAMEWORK FOR LANDSCAPE SKILLS MAP - LANDSCAPE MANAGER		
Sector	Landscape	
Track	Horticulture and Turf Maintenance	
Occupation	Landscape Professional	
Job Role	Landscape Manager	
Job Role Description	<p>The Landscape Manager leads the execution of landscape enhancement for maintenance of softscapes and hardscapes. He/She is responsible for the scoping, planning, initiating and execution of such projects by leading a team of supervisors, technicians and workers. He may manage multiple maintenance sites or projects concurrently and must balance priorities amongst them. He is also involved in business development activities including the development of proposals for getting new contracts as well as development of marketing collaterals to grow the organisation's brand in the sector.</p> <p>The work involves significant amount of planning and coordination to ensure successful execution of maintenance projects. He is required to balance his time between planning and reviewing progress reports in office, and monitoring actual execution on site.</p> <p>He is an efficient planner and project manager, often required to manage within resource constraints. He should be an effective communicator and comfortable in problem solving as well as resolving conflicts. He should also be proficient in collaboration and stakeholder management, given the number of stakeholders he must engage with on a regular basis.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Execute business development	Collaborate with the management team in the development of marketing collaterals for business development
		Participate in tender interviews, pitch meetings and/or marketing presentations to potential clients to showcase technical capability and experience
		Undertake site visits to determine on site challenges that may impact the scope of work or achievement of contract criteria
		Evaluate the technical and commercial feasibility of the scope of work with respect to the organisation's technical capabilities and commercial considerations
		Develop cost and effort estimates to create technical and commercial proposals to bid for a tendered contract
	Plan landscape maintenance	Attend client briefings to establish requirements, expectations, key performance indicators (KPIs) and service level agreements (SLAs)
		Conduct detailed site assessment to define actual scope of work on site and associated risks and challenges
		Plan the requirements for manpower, materials, tools and equipment as well as supervision for the site, taking into consideration budget and contract specifications
		Designate worksite for manpower deployment depending on related work, manning and tools and equipment requirement
		Establish reporting norms for supervisors to follow to report site progress and issues
		Plan the work schedules of teams for landscape maintenance to be done effectively
	Execute landscape maintenance	Communicate roles, responsibilities and performance expectations to supervisors in charge of the site
		Advise on technical and manpower challenges pertaining to landscape maintenance
		Review site reports to track progress of landscape maintenance on site
	Manage safety of landscape operations	Enforce workplace safety and health (WSH) regulations
		Assess the risks associated with landscape maintenance on site
		Establish safety procedures, protocol and guidelines for landscape maintenance on site
	Evaluate project and operational performance	Evaluate performance of allocated sites based on key performance indicators (KPIs), service level agreement (SLA) and key established metrics
		Identify causes for underperformance and operational issues for assigned projects
		Ideate solutions for improvement of operational performance of assigned projects
		Deploy measures to improve performance in terms of quality, productivity and cost of maintenance
	Manage organisational development	Communicate common goals, direction and accountability among staff
Develop staff through capability development and coaching		
Implement effective performance management practices within department in accordance with company policies and procedures		
Monitor budgets, forecasting, work allocations and staffing of the various departments		

	Technical Skills and Competencies		Generic Skills and Competencies (Top 5)	
	Skills and Competencies	Automation of Landscape Operations	Level 4	Leadership
Budgeting		Level 3	Communication	Advanced
Business Development		Level 4	Problem Solving	Advanced
Contract Preparation, Evaluation, Negotiation and Tendering		Level 5	Decision Making	Intermediate
Environment Management in Landscape Operations		Level 4	Interpersonal Skills	Advanced
Hazards and Risk Control, and Policy Management		Level 4		
Horticultural Chemical Usage		Level 4		
Horticultural Maintenance Programme		Level 4		
Incident and Accident Investigation		Level 4		
Innovation Management		Level 4		
Landscape Drainage Management		Level 4		
Landscape Irrigation Management		Level 4, Level 5		
Landscape Tools, Equipment and Machinery Management		Level 4		
Learning and Development		Level 4		
Plant Health Management and Disease Control		Level 4, Level 5		
Plant Identification		Level 4		
Project Management		Level 4		
Site Assessment and Analysis		Level 4		
Skyrise Greenery Maintenance		Level 4		
Soil and Media Assessment and Remediation		Level 4		
Stakeholder Management		Level 3, Level 4		
Strategy Planning		Level 4		
Turf Maintenance		Level 4		
Vendor Management		Level 3, Level 4		
Water Features Management	Level 4			
Workflow Digitalisation	Level 4			
Workplace Safety and Health Policy Development	Level 4, Level 5			
Programme Listing	For a list of Training Programmes available for the Landscape sector, please visit: www.skillsfuture.sg/skills-framework/landscape			

The information contained in this document serves as a guide.