



Skills Framework for Wholesale Trade

A Guide to Occupations and Skills

An Initiative of
SKILLSfuture

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About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore (SSG), Workforce Singapore and Enterprise Singapore, together with employers, industry associations, education and training providers, and unions, the Skills Framework for Wholesale Trade provides useful information on:



With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.



- Understand career pathways
- Recognise personal attributes required

- Understand skills and competencies required

- Identify relevant training programmes to equip oneself with the required skills and competencies
- Participate in on-the-job training opportunities provided by companies

- Plan for career development/transition
- Recognise skills and competencies required for the intended job role
- Identify training programmes to upgrade and deepen skills

Wholesale Trade Sector

Wholesale Trade (WST) is a key contributor to Singapore's economy, accounting for 16% of our Gross Domestic Product (GDP) in 2017 and employing about 9% of Singapore's workforce.

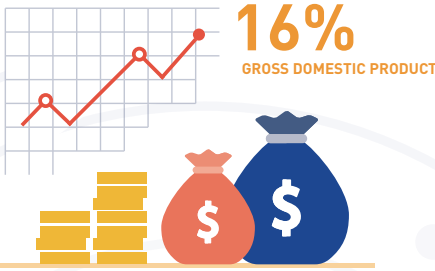
Wholesale Trade refers to the business-to-business (B2B) transactions of goods and is a highly diversified sector with a wide range of products traded from commodities to industrial and consumer products. These include multinational corporations such as Shell Eastern Petroleum and Future Electronics Inc., as well as our home-grown local enterprises such as Olam International, Kino Biotech and Luxasia.

Singapore is a global trade hub for many products in the seven key clusters.



As a highly external-oriented sector, a career in the Wholesale Trade sector is characterised by excitement, with opportunities abound to enrich one's global experiences. This is also a sector that attracts talents from multi-disciplines and offers a progressive career pathway for the workforce in the sector.

Key Statistics



Contribute to **16%** of our GDP in 2017



Over **34,500** Wholesale Trade companies in Singapore



2.7% are large enterprises and **97.3%** are small- and medium-sized enterprises (SMEs)



Employ more than **350,000 people**, which is about **9%** of Singapore's workforce

Source: Department of Statistics, Ministry of Manpower

Evolving Landscape: Trends impacting the Wholesale Trade Sector



Asia's growing consumerism and urbanisation offers opportunities abound in Wholesale Trade

Asia's rapid population growth has been driving the region's urbanisation and consumerism. This will result in an increase in the region's demand for goods such as food, infrastructure materials and equipment, and smart devices. With a vibrant ecosystem supported by a strong trade infrastructure, Singapore is well-positioned to capture these growth opportunities in the region.

Digitalisation will transform the way trade is conducted

Technological advancements have made the world more inter-connected and have transformed the way global trade is conducted. Progressively, digital B2B marketplaces have emerged as an alternative channel for wholesale trade to be conducted. Such platforms allow companies to have a wider reach to customers in a more efficient manner and enjoy greater economies of scope and scale.

This transformation will create new opportunities for the workforce. Demand for specialised talent with digital skillsets such as digital marketing and data analytics will grow as companies address new business models. Companies will require such talents to remain relevant for tomorrow's global trade.

Businesses are increasingly adopting a sustainable and responsible approach to their trade processes and practices

In recent years, there has been a growing emphasis for businesses to commit to pro-environmental and corporate social responsibilities. Companies have been investing more time and resources to adopt sustainable practices, integrating environmental and social elements into their business decisions to remain competitive.

Desired Attributes

A career in the Wholesale Trade sector offers diverse opportunities to individuals seeking rewarding and enriching careers. If you enjoy the excitement of a career in a global setting, the Wholesale Trade sector provides unparalleled opportunities for long-term career development and acquisition of a wide array of skillsets. You can set yourself apart by developing some of these desired attributes.



Adaptable
Willing to change oneself to stay relevant in an ever-changing and increasingly digitalised environment



Resilient
Work through challenges and adversities with a positive mindset



Analytical
Solve issues using information and data in a systematic and logical manner



Self-motivated
Take own initiative in completing tasks with pride



Integrity
Demonstrate moral and ethical principles with co-workers and stakeholders



Collaborative
Working in partnership with others to achieve identified objectives

Skills in Demand

As the sector continues to transform, these are examples of skills in demand now and in the near future.



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



Resource Management

Plan and manage resources to ensure optimisation of resources and sustainability of business operations



Data Analytics

Establish and deploy data modelling techniques to support narrative and predictive analytics efforts, and identify trends and patterns for simulation and forecasting purposes



Technology Integration

Integrate technologies into business operations of the organisation to optimise efficiency and effectiveness of processes



Trading Management

For Commodities

- Perform physical trades by monitoring and assessing the commodities markets to identify market-making opportunities

For Derivatives

- Perform structured trades for proprietary and risk management objectives by identifying market-making opportunities



Trade Finance Management

Manage trade finance procedures by identifying appropriate solutions that minimise trade risks



International Trade

Legislation Compliance

Identify all aspects of international trade processes, and foreign and multilateral trade laws for regulatory compliance



Data Mining and Modelling

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



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

Take Your Career Further

A skilled workforce is essential in sustaining Singapore's global competitiveness as a leading trading hub. There is a wide range of initiatives and schemes available to both individuals and employers to promote skills acquisition and upgrading.



FOR INDIVIDUALS

Education and Career Guidance (ECG)

ECG is about equipping students, as well as adults, with the necessary knowledge, skills and values to make informed education and career decisions. With the help of trained ECG counsellors, students will be exposed to a wide range of education and career options, and given the opportunities to make informed post-secondary education choices. Singaporeans in the workforce can benefit from career coaching, employability skills workshops, networking sessions through the Workforce Singapore (WSG) Career Centres and the Employment and Employability Institute (e2i).

Enhanced Internships

The Enhanced Internships are designed to provide students with a more meaningful internship experience through more structured learning and support at the workplace. Participating companies will work closely with the Institute of Technical Education (ITE) and Polytechnics to deliver a positive and meaningful internship experience for their interns.

SkillsFuture Fellowships

Monetary award of \$10,000 to recognise Singapore Citizens with deep skills, who are champions of lifelong learning, and committed to contributing to the skills development of others.

SkillsFuture Mid-Career Enhanced Subsidy

Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SSG-supported courses and at least 90% of programme cost for Ministry of Education-subsidised full-time and part-time courses.

SkillsFuture Series

Targeted at Singaporean who are keen to either gain a basic understanding or deepen their skills in eight emerging areas*, the SkillsFuture Series comprises training programmes across three proficiency levels, namely Basic, Intermediate and Advanced. Adult learners of different skills proficiency and industry background can benefit from the initiative. Eligible individuals will receive 70%-90% course fee subsidy.

* Eight emerging areas are: Data Analytics, Cybersecurity, Advanced Manufacturing, Urban Solutions, Finance, Tech-enabled Services, Digital Media and Entrepreneurship.

Take Your Career Further



FOR INDIVIDUALS

SkillsFuture Earn and Learn Programme

A work-learn programme designed to give fresh graduates from the ITE and Polytechnics a headstart in careers related to their discipline of study. Suitable candidates will be matched with jobs related to their fields of study, and undergo structured on-the-job training and mentorship in participating companies. They can also gain industry experience and attain an industry-recognised certification concurrently.

SkillsFuture Credit

Credit of \$500 for all Singapore Citizens aged 25 and above to defray costs for a wide range of skills-related courses to encourage skills development and lifelong learning.



FOR EMPLOYERS

HR Diagnostic Tool

The HR Diagnostic Tool provides a diagnosis of the state of the SME's HR practices and processes, identifies strengths and areas of improvement. It then recommends and prioritises solutions to enhance human capital capabilities for business growth.

Enterprise Development Grant (EDG)

EDG supports SMEs in engaging HR consultants to build their capabilities across key HR areas to attract, develop and retain their talent. EDG supports up to 70% funding for qualifying expenses such as consultancy, training, certification and equipment costs.

EDG combines SPRING Singapore's Capability Development Grant (CDG) and IE Singapore's Global Company Partnership (GCP) Grant.

SkillsFuture SME Mentors Programme

The SkillsFuture SME Mentors Programme aims to enhance the capabilities of SMEs in the area of learning and development. Qualified SkillsFuture SME Mentors will be deployed to SMEs on a 9-month mentoring programme to help diagnose learning and development gaps, provide guidance on developmental plans and upgrade the training capability of supervisors in SMEs.

Take Your Career Further



FOR INDIVIDUALS AND EMPLOYERS

MySkillsFuture

MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways. Users can access various resources related to education and skills training, and to search for relevant training programmes.

P-Max

The Place-and-Train programme matches job-seeking Professionals, Managers, Executives and Technicians to suitable positions in SMEs, and assists SMEs to better recruit, train, manage and retain their newly-hired PMETs.

Professional Conversion Programme (PCP)

The PCP is a career conversion programme targeted at PMETs, including mid-career switchers, to undergo skills conversion and move into new occupations or sectors that have good prospects and opportunities for progression.

Career Trial

Jobseekers can gain experience and confidence through a short-term career trial to be assessed for employment paying \$1,500 or more and receive training allowance and retention incentives.

Employers can assess a jobseeker's job fit via a short-term career trial before offering formal employment for jobs paying \$1,500 or more. Companies can receive up to \$5,400 of salary support to hire eligible Singapore Citizens who have been unemployed for 6 months or more.

Career Support Programme (CSP)

Singapore Citizens, PMETs who are made redundant and/or unemployed and actively looking for jobs for six months or more can take on new jobs paying at least \$3,600.

Companies can receive up to \$42,000 in salary support for up to 18 months when they hire eligible PMETs who are retrenched and/or unemployed for six months or more, in jobs that pay gross monthly salary of at least \$3,600 (for SMEs)/ \$4,000 (Non-SMEs).

Take Your Career Further



FOR INDIVIDUALS AND EMPLOYERS

MyCareersFuture


MyCareersFuture.sg is a portal which aims to provide Singaporean jobseekers with a fast and smart search service to match them with relevant jobs, based on the jobseekers' skills and competencies.

The portal enables Singaporeans to be more aware of the skills they possess, and connect them to relevant jobs based on their current skills and competencies. It also highlights jobs, which are eligible for Government support through WSG's Adapt and Grow programmes.

SME Talent Programme

The SME Talent Programme helps SMEs attract students from Universities, Polytechnics and ITE by providing funding for student internships and projects. SMEs may receive support for internships which have structured learning objectives aligned to SkillsFuture Enhanced Internships guidelines and include mentoring by supervisors. As a result, students can look forward to meaningful internships and higher monthly stipends.

Initiatives and Schemes by:

 SkillsFuture Singapore

 Workforce Singapore

 Enterprise Singapore

For more information on the initiatives and schemes, please visit
skillsfuture.sg | wsg.gov.sg | enterprisesg.gov.sg

Realise Your Potential - Take the Next Step Forward

Now that you have some ideas of what a career in the Wholesale Trade sector can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!

NEW ENTRANTS

Use the Skills Framework for Wholesale Trade to find out about careers in the sector



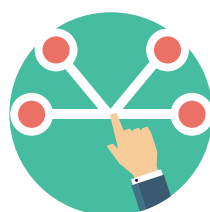
UNDERSTAND the career pathways and the attributes needed to take on a particular occupation in the sector



UNDERSTAND the skills and competencies required for the job role and identify relevant training programmes to help you become a qualified personnel

EXPERIENCED PROFESSIONALS

Use the Skills Framework for Wholesale Trade to find out how to chart your career



PLAN for vertical career progression within the track that you are currently in, or for lateral career moves across the tracks



IDENTIFY skills gaps that you are lacking in your current or next job role

IDENTIFY relevant training programmes

TRAINING PROGRAMMES

Embark on your career in Wholesale Trade

Programmes that equip new entrants with skills and knowledge for specific occupations in the sector at their respective entry levels

Programmes for experienced employees or individuals to broaden or deepen specific skills and knowledge for various occupations in the sector

Lifelong learning for skills deepening to meet existing and emerging demands of the sector

For a list of training programmes available for the Wholesale Trade sector, please visit: skillsfuture.sg/skills-framework/wholesaletrade

Career Tracks

MARKETING, BUSINESS DEVELOPMENT AND ANALYSIS

The Marketing, Business Development and Analysis track supports the growth of business beyond its current state through product and brand enhancements, and/or identifying organic and inorganic business growth opportunities.



Business Development

Supports business growth through market expansion or new business ventures

Business Development and Analysis

Analyses industry and market trends to continuously innovate existing business practices

Marketing

Manages organisation's brand image and product branding through innovating ways to increase customer engagement and promote enhanced service offerings

TRADING AND SALES

The Trading and Sales track engages in either buying and/or selling activities primarily with the goal of generating profit. A commodity-driven business environment is likely to be trading-centric while a non-commodity driven environment is likely to be sales-centric.



Sales

Engages in selling activities of goods and services to generate profit

Commodities Trading

Engages in buying and/or selling of commodities to expand its trade portfolio

Derivatives Trading

Supports commodity trading positions by hedging to mitigate commodity portfolio risks or strengthen trade portfolio by engaging in proprietary trading

Career Tracks

OPERATIONS, PROCUREMENT AND SOURCING

The Operations, Procurement and Sourcing track facilitates trade transactions and purchasing activities undertaken by the organisation.



Trade Operations

Manages trade documentation, product deployment and conflict resolution to facilitate the smooth operations of trade transaction

Procurement and Sourcing

Develops procurement strategy and operations to ensure that daily procurement activities are aligned with organisational and regulatory requirements

FINANCE AND REGULATIONS

The Finance and Regulations track oversees the financial management of an organisation through credit and risk management, liquidity and cash management, and compliance with relevant regulatory requirements.



Credit Management

Measures, monitors and restructures credit risks

Treasury

Measures, monitors and analyses the company's financial position by considering cash flow management, forex hedging and collateral management

Trade Finance

Settles the organisation's trade finance transactions and documentation

Risk Management

Identifies, measures, analyses and mitigates all forms of enterprise risks through the development of enterprise risk management framework in collaboration with other functional tracks

Regulations and Trade Controls

Assesses and monitors changes to trade and trade agreements to ensure compliance with trade regulations and controls

Skills Map



MARKETING, BUSINESS DEVELOPMENT AND ANALYSIS

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TRADING AND SALES

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OPERATIONS, PROCUREMENT AND SOURCING

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FINANCE AND REGULATIONS

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Marketing, Business Development and Analysis

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Marketing Executive

Kenny Ang
Raduga Pte Ltd

SELF-RELIANCE, DISCIPLINE AND PERSEVERANCE

From business development to operations management and conducting market research, these are the varied roles that marketing executives like Kenny Ang are undertaking to help companies to spearhead their businesses beyond our shores in the fast-paced Wholesale Trade industry.

Kenny's role in Raduga involves implementing the company's marketing strategy for their mobile phone and mobility solutions distribution business in Myanmar. Each day presents new excitement as he develops market strategies to address customer demographics, product adoption and local competition in a challenging yet rewarding market like Myanmar.

Being an independent player and a strong communicator, Kenny effectively delivers his daily job which includes executing marketing campaigns with brand managers and fulfilling customer demands with the sales team. As the liaison with the stakeholders of the Myanmar business, Kenny's role offers him valuable opportunities to further develop his interpersonal skills.

"It is important to have a sense of purpose and values to guide you. It makes you more resilient in overcoming adversities, and imbues you with greater satisfaction in

"The Skills Framework provides useful information on career pathways and the required skillsets and knowledge to facilitate career transition."

your accomplishments." In addition, Kenny believes in the importance of being stoic, whereby every action should be guided by logic instead of emotions.

Prior to his current career, Kenny had been in the food and beverage industry for eight years, taking on a variety of roles across the culinary, marketing, public relations and business development disciplines. Spurred on by a two-year stint in Cambodia, Kenny saw the International Trade Professional Conversion Programme (PCP) as a great opportunity to pursue his interest in cross-border trade and also to upgrade his skillsets.

Bearing witness to the unique diversity, vibrancy and history of the Myanmar people, Kenny finds immense job satisfaction in a country that draws inspiration from Singapore's modern success. He understands the need for the constant upgrading of both technical skills and soft skills to cultivate himself as an effective communicator and negotiator.

As a mid-career switcher himself, Kenny finds the Skills Framework particularly useful. "The Skills Framework provides useful information on career pathways and the required skillsets and knowledge to facilitate career transition," he says.

Marketing Assistant/Marketing Coordinator

JOB ROLE DESCRIPTION

The Marketing Assistant/Marketing Coordinator assists in the execution of the organisation's branding and digital marketing efforts. He/She protects the brand image by working across businesses to ensure organisational adherence to brand guidelines. He also supports promotional campaigns and marketing communication activities. He assists in market research and data analysis through preparation and collation of data.

Driven and resourceful, he works closely with team members to support timely delivery of marketing and communication activities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage organisation and product branding	<ul style="list-style-type: none"> • Consolidate information to support research on brand awareness, associations and public perceptions • Support branding implementation plans and provide input for improvements • Support communication of brand guidelines and collect feedback • Assist in monitoring development of collaterals across digital platforms to ensure brand consistencies • Assist in keeping organisation's social media and digital marketing channel content updated and aligned with brand guidelines
	Develop marketing strategies	<ul style="list-style-type: none"> • Support the production of research reports on industry landscape, digital marketing technologies and competitor product offerings • Consolidate buyer and seller demographic and customer touch point data to support target profiling • Support omni-channel initiatives and provide data-driven feedback on performance of initiatives
	Manage marketing channels	<ul style="list-style-type: none"> • Support execution of marketing channel enhancements and consolidate performance data • Support e-commerce implementation plans and generate reports on e-commerce platform performance • Support marketing communication plans and content marketing initiatives across digital platforms • Support internal stakeholder engagement to adopt new digital marketing technologies
	Manage marketing campaigns	<ul style="list-style-type: none"> • Support design of marketing campaign theme • Support development of marketing campaign collaterals • Consolidate performance data of marketing campaigns
	Support application initiatives	<ul style="list-style-type: none"> • Operate new technologies, electronic tools and devices • Apply latest technology implementation to improve operations in own work areas • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Support continuous work improvement activities and performance improvement strategies

Marketing Assistant/Marketing Coordinator

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Brand Portfolio Management	Level 2	Teamwork
	Conflict Management	Level 2	Communication	Intermediate
	Continuous Improvement Management	Level 2	Interpersonal Skills	Basic
	Customer Experience Management	Level 2	Digital Literacy	Intermediate
	Customer Relationship Management	Level 2	Creative Thinking	Basic
	Data Mining and Modelling	Level 2		
	Digital Marketing	Level 2		
	E-Commerce Campaign Management	Level 2		
	Learning and Development	Level 2		
	Market Profiling	Level 2		
	Market Research	Level 2		
	Marketing Campaign Management	Level 2		
	Resource Management	Level 2		
	Service Excellence	Level 2		
	Social Media Management	Level 2		
	Stakeholder Management	Level 2		
	Systems Thinking Application	Level 2		
	Technology Integration	Level 2		
	Website Design	Level 2		
	Website Performance Management	Level 2		

Marketing Executive

JOB ROLE DESCRIPTION

The Marketing Executive executes the organisation’s branding and marketing efforts. He/She protects brand image by training key internal stakeholders on brand guidelines. He also executes marketing campaigns and digital marketing communications activities to promote the organisation’s product and service offerings. Furthermore, he performs market research and data analytics on brand awareness, market trends and target buyer and seller landscapes to adjust marketing and communication plans. In addition, he communicates regularly with regional teams to obtain insights on various promotions and offerings execution approaches.

Innovative and approachable, he develops relationships with advertising agencies, external suppliers and key industry stakeholders by attending networking events and staying informed with key trends in the industry.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage organisation and product branding	<ul style="list-style-type: none"> • Conduct research on brand awareness, associations and public perceptions • Execute branding implementation plans to enhance brand reputation • Collaborate with Corporate Communications at working-level to mitigate external brand reputation risks • Coordinate communication of brand guidelines across internal stakeholders and monitor feedback • Monitor development of collaterals across digital marketing platforms to ensure brand consistencies and identify inconsistencies • Maintain organisation’s social media platforms and digital marketing channels to align with branding strategies
	Develop marketing strategies	<ul style="list-style-type: none"> • Monitor Key Performance Indicators (KPIs) throughout marketing implementation • Analyse industry landscape, digital marketing technologies and competitor product offerings to inform marketing strategies • Analyse buyer and seller demographic and customer touch point data to inform target profiling • Execute omni-channel initiatives and provide data-driven feedback on performance of initiatives • Manage working-level relationships with vendors and creative agencies
	Manage marketing channels	<ul style="list-style-type: none"> • Execute marketing channel enhancements and analyse performance to support enhancement approaches • Execute e-commerce implementation plans and analyse e-commerce platform performance to propose enhancements • Execute marketing communication 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
	Manage marketing campaigns	<ul style="list-style-type: none"> • Conduct working level engagements with business functions to identify new products and develop marketing campaigns • Design marketing campaign themes to enhance engagements with new products and promotions • 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

Marketing Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Support application initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Brand Portfolio Management	Level 3	Teamwork
	Business Performance Management	Level 3	Communication	Intermediate
	Business Planning	Level 3	Interpersonal Skills	Intermediate
	Business Presentation Delivery	Level 3	Creative Thinking	Intermediate
	Change Management	Level 3	Digital Literacy	Advanced
	Conflict Management	Level 3		
	Continuous Improvement Management	Level 3		
	Customer Acquisition Management	Level 3		
	Customer Experience Management	Level 3		
	Customer Relationship Management	Level 3		
	Data Analytics	Level 2		
	Data Mining and Modelling	Level 2		
	Digital Marketing	Level 3		
	E-Commerce Campaign Management	Level 3		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	Learning and Development	Level 3		
	Market Profiling	Level 3		
	Market Research	Level 3		
	Marketing Campaign Management	Level 3		
	Networking	Level 3		
	Resource Management	Level 3		
	Service Excellence	Level 3		
	Social Media Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 3		
	Vendor Management	Level 3		
	Website Design	Level 3		
	Website Performance Management	Level 3		

Marketing Manager

JOB ROLE DESCRIPTION

The Marketing Manager manages execution of the organisation's branding and marketing efforts. This includes managing the organisation's brand image, digital marketing communications and promotional campaigns. He/She leverages market research on brand awareness, market trends and target buyer and seller landscapes to enhance promotion of the organisation's product and service offerings. In addition, he collaborates with regional teams to compare geographical trends and share ideas on various promotions and offerings. Analytical and innovative, he leverages data analytics to identify key market trends and develops successful digital marketing programmes and initiatives.

He networks extensively outside of the office to stay in close contact with the key industry stakeholders, constantly on the lookout for new marketing opportunities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage organisation and product branding	<ul style="list-style-type: none"> • Develop research parameters to identify market awareness, brand associations and public perceptions • Develop branding implementation plans to align with branding strategies • Manage actions in collaboration with Corporate Communications to mitigate external brand reputation risks • Develop brand guidelines according to overall brand image and best practices • Review brand consistency issues in collaterals across digital marketing platforms • Manage organisation's social media platforms and review alignment of other digital marketing channels with branding strategies
	Develop marketing strategies	<ul style="list-style-type: none"> • Develop marketing implementation plans in alignment with marketing strategies • Develop Key Performance Indicators (KPIs) to monitor performance based on marketing implementation plans • Develop findings from industry landscape, digital marketing technologies and competitor product offerings to inform marketing strategies • Develop target profiles and personalised marketing and/or engagement strategies based on data-driven analysis • Develop omni-channel initiatives to drive engagement with target profiles and improve customer experience • Facilitate engagement sessions with vendors and creative agencies
	Manage marketing channels	<ul style="list-style-type: none"> • Develop approaches to enhance marketing channel performance based on data analysis • Develop e-commerce implementation plans to increase revenue and engagement based on platform performance analysis • Develop marketing communication plans and content marketing initiatives across digital platforms • Facilitate the adoption of new digital marketing technologies into existing marketing processes
	Manage marketing campaigns	<ul style="list-style-type: none"> • Facilitate collaboration with business functions to identify new products and develop marketing campaigns • Conceptualise marketing campaign themes, approaches and targets to support awareness of new products and promotions • Review developed campaign collaterals to ensure alignment with marketing campaign themes • Develop measures to improve future marketing campaigns based on identified areas of improvement

Marketing Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Brand Portfolio Management	Level 4	Communication
	Budgeting	Level 4	Creative Thinking	Intermediate
	Business Performance Management	Level 4	Leadership	Advanced
	Business Planning	Level 4	Interpersonal Skills	Advanced
	Business Presentation Delivery	Level 4	Decision Making	Intermediate
	Change Management	Level 4		
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Customer Acquisition Management	Level 4		
	Customer Experience Management	Level 4		
	Customer Relationship Management	Level 4		
	Data Analytics	Level 3		
	Data Mining and Modelling	Level 3		
	Digital Marketing	Level 4		
	E-Commerce Campaign Management	Level 4		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Profiling	Level 4		
	Market Research	Level 4		
	Marketing Campaign Management	Level 4		
	Networking	Level 4		
	Organisational Analysis	Level 4		
	Resource Management	Level 4		
	Service Excellence	Level 4		
	Social Media Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 4		
	Vendor Management	Level 4		
	Website Design	Level 4		
	Website Performance Management	Level 4		

Head of Marketing

JOB ROLE DESCRIPTION

The Head of Marketing assumes overall responsibility for the organisation’s branding and marketing efforts, including brand management, digital marketing strategies, and marketing communications. He/She also manages product branding and leads promotional campaigns to drive product engagement. He guides research on market trends and target buyer and seller landscapes, and works with regional teams to compare and contrast different geographical trends. Strategic and business-minded, he analyses commercial insights to effectively win in the marketplace. He serves as a mentor to direct reports, and provides guidance on the marketing plans within the organisation’s landscape.

Innovative and forward-thinking, he strives to improve the organisation’s marketing approaches and keeps abreast with the latest in marketing technologies.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage organisation and product branding	<ul style="list-style-type: none"> • Guide research parameters to identify market awareness, brand associations and public perceptions • Lead branding strategies to enhance brand reputation based on current brand positions and market awareness • Drive collaboration with Corporate Communications to strategise on mitigating external brand reputation risks • Drive development of brand guidelines according to overall brand image and best practices
	Develop marketing strategies	<ul style="list-style-type: none"> • Establish marketing strategies to ensure alignment with overall organisational strategy • Guide the development of Key Performance Indicators (KPIs) based on marketing strategies • Synthesise findings from industry landscape, digital marketing technologies and competitor product offerings to inform marketing strategies and collaborate with cross functional teams • Endorse target profiles and personalised marketing and/or engagement strategies • Lead development of omni-channel initiatives and facilitate collaboration with other functional tracks to obtain inputs • Drive relationship building with vendors and creative agencies
	Manage marketing channels	<ul style="list-style-type: none"> • Endorse approaches to enhance marketing channel performance based on marketing strategies • Lead development of e-commerce strategies to increase revenue and engagement and collaborate with Trading and Sales teams • Endorse marketing communication plans and content marketing initiatives across digital platforms • Drive adoption of new digital marketing technologies into existing marketing processes
	Manage marketing campaigns	<ul style="list-style-type: none"> • Drive collaboration with business functions to identify new products and develop marketing campaigns • Lead development of marketing campaign themes, approaches and targets • Endorse marketing campaign collaterals • Endorse measures to improve future marketing campaigns based on feedback from business partners

Head of Marketing

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Brand Portfolio Management	Level 5	Decision Making
	Budgeting	Level 5	Communication	Advanced
	Business Performance Management	Level 5	Interpersonal Skills	Advanced
	Business Planning	Level 5	Leadership	Advanced
	Business Presentation Delivery	Level 5	Creative Thinking	Advanced
	Change Management	Level 5		
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Customer Acquisition Management	Level 5		
	Customer Experience Management	Level 5		
	Customer Relationship Management	Level 5		
	Data Analytics	Level 3		
	Data Mining and Modelling	Level 3		
	Digital Marketing	Level 5		
	E-Commerce Campaign Management	Level 5		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Innovation Management	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Market Profiling	Level 5		
	Market Research	Level 5		
	Marketing Campaign Management	Level 5		
	Networking	Level 5		
	Organisational Analysis	Level 5		
	Resource Management	Level 5		
	Service Excellence	Level 5		
	Social Media Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		
	Vendor Management	Level 5		

Business Analyst/Market Research Analyst/ Market Analyst

JOB ROLE DESCRIPTION

The Business Analyst/Market Research Analyst/Market Analyst supports the operational insights for the development of business strategies. He/She identifies areas for new business development opportunities by gathering data, analysing information and generating reports based on industry and market trends.

The Business Analyst/Market Research Analyst/Market Analyst possesses good communication, planning and organisational skills. He is also able to manage stakeholders and work effectively in a team. He is a highly driven, motivated and confident individual, and is able to deliver results in a dynamic business environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop business development strategies	<ul style="list-style-type: none"> • Consolidate information to support business development research and reports • Support analysis on quantitative impacts on business by consolidating relevant data points across the business • Collate information on achievement of targets and Key Performance Indicators (KPIs) • Support internal stakeholders and execute implementation plans to adapt existing portfolio for new business opportunities • Collect relevant business data to support business intelligence framework development
	Enhance current business portfolio	<ul style="list-style-type: none"> • Collate functional track data on business performance for analysis • Prepare data on business performance across functional tracks for analysis • Collect buyer and seller data from internal stakeholders and generate reports to support analysis • Support research on trends in market variables affecting buy, sell or hold recommendations to support Trading department
	Explore new business opportunities	<ul style="list-style-type: none"> • Generate reports on findings gathered from market research activities • Prepare data on new developments in product offerings and production, including technological and process enhancements • Consolidate data to support market demand and strategic fit research reports • Prepare data to support cost-benefit analysis, risk assessments and financial modelling of new business ventures • Consolidate data for due diligence reports on new business ventures
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate use of technology and/or electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Business Analyst/Market Research Analyst/ Market Analyst

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Negotiation	Level 3	Communication
	Business Opportunities Development	Level 3	Computational Thinking	Intermediate
	Business Performance Management	Level 3	Teamwork	Intermediate
	Capital Expenditure and Investment Evaluation	Level 3	Digital Literacy	Intermediate
	Change Management	Level 3	Lifelong Learning	Intermediate
	Conflict Management	Level 3		
	Continuous Improvement Management	Level 3		
	Data Analytics	Level 2		
	Data Mining and Modelling	Level 2		
	Demand Analysis	Level 3		
	Innovation Management	Level 3		
	Learning and Development	Level 3		
	Market Profiling	Level 3		
	Market Research	Level 3		
	Product Development	Level 2		
	Project Management	Level 3		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		

Business Development Manager

JOB ROLE DESCRIPTION

The Business Development Manager assumes the responsibility of leading the organisation’s business development strategies by prospecting new buyers and sellers, expanding current business portfolio, and identifying new business ventures both locally and regionally. He/She is expected to maintain extensive knowledge of current market conditions to identify and develop the organisation’s propositions and differentiators.

The Business Development Manager also collaborates with regional teams to stay informed with the latest geographical trends. In addition, he maintains relationships with existing and new buyers and sellers, and manages a diverse group of stakeholders. He is a highly-driven individual whom possesses great attention to detail and is able to address complex problems in a dynamic business environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop business development strategies	<ul style="list-style-type: none"> • Develop business development plans in alignment with business development strategies • Develop business reports on potential revenue streams, enhanced product offerings and new business ventures to inform business development strategies • Assess feasibility of business development pursuits with internal and/or regional stakeholders through engagement sessions • Review targets and Key Performance Indicators (KPIs) across teams and integrate into implementation plans • Facilitate internal stakeholder engagement sessions to support implementation plans for new portfolio adoption
	Enhance current business portfolio	<ul style="list-style-type: none"> • Collaborate with internal stakeholders to assess gaps and opportunities in business performance and current portfolio • Assess gaps and opportunities based on stakeholder feedback across functional tracks to optimise business processes • Develop implementation plans and knowledge transfer activities to integrate new technologies into business processes • Develop demand creation strategies and new product service offerings to meet market demands • Build relationships with industry players and expand business network to support partnership strategies
	Explore new business opportunities	<ul style="list-style-type: none"> • Leverage business network and facilitate knowledge sharing sessions to identify new business opportunities • Obtain insights from business network on developments in product offerings and production, including technological and process enhancements • Develop new business venture proposals based on an evaluation of market demand and strategic fit • Review cost-benefit analysis, risk assessment and financial modelling of new business ventures to inform business development decisions • Review due diligence reports and regulatory restrictions on new business ventures • Engage with identified business partners, suppliers and vendors to realise new business agreements

Business Development Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Communication
	Business Negotiation	Level 4	Decision Making	Intermediate
	Business Opportunities Development	Level 4	Interpersonal Skills	Advanced
	Business Performance Management	Level 4	Creative Thinking	Advanced
	Business Planning	Level 4	Leadership	Advanced
	Capital Expenditure and Investment Evaluation	Level 3		
	Change Management	Level 4		
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Data Mining and Modelling	Level 3		
	Demand Analysis	Level 3		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Profiling	Level 4		
	Market Research	Level 4		
	Mergers and Acquisition	Level 5		
	Networking	Level 4		
	Organisational Analysis	Level 4		
	Product Development	Level 3		
	Project Feasibility Assessment	Level 4		
	Project Management	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 4		

Senior Business Analyst/Senior Market Research Analyst/Senior Market Analyst

JOB ROLE DESCRIPTION

The Senior Business Analyst/Senior Market Research Analyst/Senior Market Analyst is tasked with evaluating market research findings, conduct feasibility studies, data analysis, financial modelling and present findings into business reports. He/She builds business intelligence frameworks, leverages data analytics to make informed business decisions and leads the research and development of product offerings.

The Senior Business Analyst/Senior Market Research Analyst/Senior Market Analyst also constantly communicates with regional teams to obtain unique geographical data for analysis. In addition, he establishes strong working relationships with internal stakeholders to enhance business performance, identify gaps and opportunities for improvement. He is an individual that possesses an analytical mindset, able to multi-task and consistently meet deadlines in a fast-paced environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop business development strategies	<ul style="list-style-type: none"> • Support business development plans with quantitative research to inform business development strategies • Conduct research reports on external market landscapes, emerging business and/or product technologies and cost-benefit analysis of new business ventures to inform business development strategies • Analyse quantitative impacts on business in collaboration with local and/or regional Finance and Operations departments • Develop quantitative measures of Key Performance Indicators (KPIs) across teams to monitor and analyse progress during implementation • Provide working level support to execute implementation plans for adapting existing portfolio for new business opportunities • Build business intelligence frameworks leveraging organisation's business data, inputs from market researches and emerging data analytics tools
	Enhance current business portfolio	<ul style="list-style-type: none"> • Perform quantitative assessments on business performance to analyse gaps and opportunities in current portfolio • Conduct scenario analysis based on business performance measures across functional tracks to simulate optimised business processes • Review new technology capabilities and develop scenario analysis to assess suitability of new technologies in enhancing business processes • Analyse buyer and seller data and assess purchasing patterns to support demand creation strategies and new product service offerings • Conduct research on trends in market variables affecting buy, sell or hold recommendations to support Trading department
	Explore new business opportunities	<ul style="list-style-type: none"> • Conduct research on market movements, business disruptors and economic landscape to identify new business opportunities • Conduct research on new developments in product offerings and production, including technological and process enhancements • Conduct research on market demand and strategic fit to support new business venture proposals • Perform cost-benefit analysis, risk assessments and financial modelling of potential business ventures • Conduct due diligence reports and regulatory restrictions on new business ventures

Senior Business Analyst/Senior Market Research Analyst/Senior Market Analyst

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Communication
	Business Negotiation	Level 4	Computational Thinking	Intermediate
	Business Opportunities Development	Level 4	Teamwork	Intermediate
	Business Performance Management	Level 4	Digital Literacy	Intermediate
	Business Planning	Level 4	Interpersonal Skills	Intermediate
	Capital Expenditure and Investment Evaluation	Level 4		
	Change Management	Level 4		
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Data Analytics	Level 3		
	Data Mining and Modelling	Level 3		
	Demand Analysis	Level 4		
	Effectiveness Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Profiling	Level 4		
	Market Research	Level 4		
	Mergers and Acquisition	Level 5		
	Organisational Analysis	Level 4		
	Product Development	Level 4		
	Project Feasibility Assessment	Level 4		
	Project Management	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		

Head of Business Development

JOB ROLE DESCRIPTION

The Head of Business Development drives the formulation of the organisation’s business development strategies, enhances the organisation’s current portfolio and explores new business opportunities. He/She executes business strategies aligned with organisational objectives.

The Head of Business Development also coordinates with regional partners to identify regional market opportunities that could in turn enhance local positions. In addition, he continually strengthens working relationships amongst a diverse network of buyers and sellers to assess market demand and innovate to provide new offerings. He is a proactive and self-motivated individual, whom possesses a strong drive to succeed amidst an evolving business environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop business development strategies	<ul style="list-style-type: none"> • Establish business development strategies to ensure alignment with overall organisational strategy • Guide business development research reports on potential revenue streams and business threats to inform business development strategies • Lead local and/or regional team discussions to finalise decisions on business development pursuits • Formulate targets and Key Performance Indicators (KPIs) aligned with business development strategies • Drive collaboration with internal stakeholders to develop implementation plans for adapting existing portfolios to new business opportunities • Lead development of business intelligence frameworks to improve data analytics, predictive modelling and market assessments
	Enhance current business portfolio	<ul style="list-style-type: none"> • Lead collaboration with internal stakeholders to identify opportunities for portfolio enhancement • Lead identification of cross functional opportunities to optimise business processes • Drive identification and implementation of new technologies to enhance business portfolio and optimise business processes • Endorse demand creation strategies and new product service offerings to improve revenue streams and meet market demands • Lead discussions on trading research parameters of market variables in collaboration with organisation’s Trading departments • Lead relationship building with industry players and develop strategies to leverage network for business opportunities and partnerships
	Explore new business opportunities	<ul style="list-style-type: none"> • Lead new business opportunity initiatives based on business network feedback and economic landscape • Drive product and/or product offerings research initiatives to understand and predict future impacts on product offerings and production • Lead new business ventures and strategise on business ventures approaches and market entries • Direct approach to drive cost-benefit analysis and financial modelling of new business ventures • Endorse due diligence reports and regulatory restrictions on new business ventures • Formalise new business agreements with identified partners, suppliers and vendors

Head of Business Development

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Communication
	Business Negotiation	Level 5	Interpersonal Skills	Advanced
	Business Opportunities Development	Level 5	Decision Making	Advanced
	Business Performance Management	Level 5	Creative Thinking	Advanced
	Business Planning	Level 5	Problem Solving	Advanced
	Business Presentation Delivery	Level 5		
	Capital Expenditure and Investment Evaluation	Level 5		
	Change Management	Level 5		
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Contract Development and Management	Level 5		
	Data Analytics	Level 3		
	Data Mining and Modelling	Level 4		
	Demand Analysis	Level 5		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Innovation Management	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Market Profiling	Level 5		
	Market Research	Level 5		
	Mergers and Acquisition	Level 6		
	Networking	Level 5		
	Organisational Analysis	Level 5		
	Product Development	Level 5		
	Project Feasibility Assessment	Level 5		
	Project Management	Level 5		
	Resource Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		

Trading and Sales

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President, International Sales

Lawrence Chan
Good Times Marketing (S) Pte Ltd

PLACING CUSTOMER SERVICE AND COMMUNICATION AT THE FOREFRONT

In Wholesale Trade, spotting business opportunities is as important as the quality of customer service. From his vast work experience in the technology industry, Lawrence has learnt the importance of building strong relationships with clients and making timely decisions to capture market opportunities. These skills in stakeholder management and decision-making served him well during the transition from his previous role as an engineer to his current role as a distributor for clocks and watches globally.

As the President of International Sales in Good Times Marketing, Lawrence leads the company in expanding their trading activities internationally, opening doorways to new markets with various product mix and offering. With a goal to expand the business to over 15 countries within the next three years, Lawrence runs a tight ship to ensure every company's function fulfils their commitments to their customers, from the sales team to logistics support.

Lawrence manages a team of operations personnel and sales executives on the ground to ensure the timely delivery of goods to their clients located in Singapore and overseas. In addition to client management, he also establishes a strong supplier relationship with his production counterparts in China to assure smooth operations from clock production to order fulfilment. A harmonious relationship with clients

“For us to go into another country to do business, we need to have the right training to be respectful of and to assimilate into their culture.”

and suppliers is critical to mitigating any potential delays in the manufacturing process and work through solutions that enable the company to deliver their business promises to the clients.

Lawrence notes that his move to the Wholesale Trade sector entails embracing a different work culture. As compared to working in sizeable corporations, his current role empowers him to be in full control of the entire supply chain process and take ownership of business decisions that will impact the company's profitability directly and almost immediately. “You make the decision; you roll out to the market directly. Whatever decision you make will affect the company's profit and loss”.

Being a part of the Wholesale Trade industry, Lawrence recognises the importance of constantly upgrading one's skills to meet the challenges in the business world. These include bolstering both his finance skills to optimise every sale decision in boosting the company's profit, and relationship management skills to address cultural differences and sensitivity when doing business with companies based in other countries. “For us to go into another country to do business, we need to have the right training to be respectful of and to assimilate into their culture.”

Sales Assistant/Sales Coordinator

JOB ROLE DESCRIPTION

The Sales Assistant/Sales Coordinator assists in supporting the acquisition of sales through his/her generation and follow-up of leads. Through his engagement with customer enquiries and feedback and the preparation and collation of data, he analyses customer behaviour to support client acquisition and retention.

Driven and resourceful, the fast pace of work requires working closely with team members to execute sales activities through timely follow-up of information. He is frequently in contact with his team members and provides assistance when needed.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales strategies	<ul style="list-style-type: none"> • Collect demographic data and descriptions of buyer profiles from various sources • Assist in analysis of buyer profiles to enhance performance of sales channels • Assist in collating feedback to improve sales target development
	Create sales opportunities	<ul style="list-style-type: none"> • Coordinate programme activities to drive acquisition targets • Coordinate leads on potential new buyers
	Acquire sales accounts	<ul style="list-style-type: none"> • Assist in preparation of sales proposals • Consolidate information on buyers' requirements • Communicate technical details and functions of products effectively to buyers • Support sales and finance departments to process payment to sellers
	Manage buyer relationships	<ul style="list-style-type: none"> • Maintain records and documentation of buyer engagements • Maintain buyers' data using customer relationship tools to facilitate downstream tracking of buyers and opportunities • Escalate buyers' dissatisfaction of products • Assist buyers in resolving technical requests or issues
	Support application initiatives	<ul style="list-style-type: none"> • Operate new technologies, electronic tools and devices • Apply latest technology implementation to improve operations in own work areas • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Support continuous work improvement activities and performance improvement strategies

Sales Assistant/Sales Coordinator

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
	Business Opportunities Development	Level 2	Communication	Intermediate
	Conflict Management	Level 2	Teamwork	Basic
	Continuous Improvement Management	Level 2	Service Orientation	Intermediate
	Customer Experience Management	Level 2	Interpersonal Skills	Basic
	Customer Relationship Management	Level 2	Lifelong Learning	Intermediate
	Data Mining and Modelling	Level 2		
	Learning and Development	Level 2		
	Market Profiling	Level 2		
	Product Advisory	Level 2		
	Resource Management	Level 2		
	Sales Closure	Level 2		
	Service Excellence	Level 2		
	Stakeholder Management	Level 2		
	Systems Thinking Application	Level 2		
	Technology Integration	Level 2		

Sales Executive

JOB ROLE DESCRIPTION

The Sales Executive is responsible for monitoring competitor landscape to support development of sales strategies. He/She also supports acquisition of sales through his generation and follow-up of leads. Through his engagement with customer enquiries and feedback, he analyses customer behaviour to support client acquisition and retention.

Innovative and resourceful, he keeps himself informed of the organisation's products and services as he sources new opportunities both locally and regionally. He leverages such knowledge to tailor solutions which meet clients' requirements. He commutes extensively to maintain rapport with potential and existing clients and to close sales leads.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales strategies	<ul style="list-style-type: none"> • Apply sales targets to guide achievement of sales performance • Conduct market profiling to identify potential market segments and buyer profiles • Analyse sales channels using buyers' profiles to guide achievement of sales performance • Relay feedback from buyers on sales factors affecting sales performance to improve sales target development • Monitor competitor landscape and customer demand to provide market intelligence for strategy development
	Create sales opportunities	<ul style="list-style-type: none"> • Initiate working-level relationships with networks and leads to support sales objectives • Follow up with leads to increase potential buyers base • Implement enhanced customer acquisition programmes
	Acquire sales accounts	<ul style="list-style-type: none"> • Interpret buyers' overall business cycle to support the identification of buyers' current and future business needs • Collate relevant information to be included in sales proposals • Conduct negotiation of sale agreements • Perform follow-up actions to close sales • Analyse technical requirements or non-standard buyer requests • Explain technical nuances as well as pros and cons of various solutions that appeal to buyers' technical requirements • Perform follow-up actions to close sales, including collaborating with Finance and Operations for payment fulfillment activities • Collaborate with sales and finance departments to facilitate payment processes to sellers
	Manage buyer relationships	<ul style="list-style-type: none"> • Implement buyers relationship management programmes by engaging buyers and obtaining support • Analyse buyers' feedback, requirements and market sentiments using customer relationship tools for product enhancements • Identify trades that create value or are mutually beneficial for buyers and the organisation • Analyse buyers' data and purchasing behaviour from customer relationship models • Escalate buyers' requests that deviate from signed sales agreement • Identify responses that can minimise negative impact and address buyers' dissatisfaction of goods • Provide post-sales support on technical nuances related to product and/or product offerings

Sales Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Support application initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Negotiation	Level 3	Communication
	Business Opportunities Development	Level 3	Interpersonal Skills	Intermediate
	Business Performance Management	Level 3	Service Orientation	Advanced
	Business Planning	Level 3	Teamwork	Intermediate
	Business Presentation Delivery	Level 3	Problem Solving	Intermediate
	Change Management	Level 3		
	Conflict Management	Level 3		
	Continuous Improvement Management	Level 3		
	Customer Acquisition Management	Level 3		
	Customer Experience Management	Level 3		
	Customer Relationship Management	Level 3		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	Learning and Development	Level 3		
	Market Profiling	Level 3		
	Networking	Level 3		
	Product Advisory	Level 3		
	Resource Management	Level 3		
	Sales Closure	Level 3		
	Sales Target Management	Level 3		
	Service Excellence	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 3		

Sales Manager

JOB ROLE DESCRIPTION

The Sales Manager is responsible for managing the organisation's sales growth. By analysing client segmentation and competitor landscape, he/she develops sales strategies. He supports lead generation, and conducts business and contract negotiations to increase client acquisition and boost retention.

Innovative and resourceful, he demonstrates initiative in identifying new opportunities both locally and regionally and converting them into actual sales. He builds good rapport with new and existing clients by pro-actively anticipating clients' needs and identifying business solutions to meet those needs. He networks extensively outside of the office to stay in close contact with the key industry stakeholders.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales strategies	<ul style="list-style-type: none"> • Develop sales teams' sales plan to achieve cascaded sales targets • Develop targeted market segments according to specific buyer profiles • Evaluate sales channel performances against sales target to drive sales objectives • Identify factors that affect sales performance based on buyer interactions and develop recommendations for improvement • Analyse data and intelligence on competitor landscape and buyer demands to identify sales opportunities
	Create sales opportunities	<ul style="list-style-type: none"> • Enhance networks and possible leads by attending industry programmes, events, or activities • Establish buyer acquisition plans to acquire new buyers • Enhance existing customer acquisition and retention plans
	Acquire sales accounts	<ul style="list-style-type: none"> • Review buyer's overall business cycle to identify buyer's current and future business needs that can be fulfilled by Sales team • Present sales proposal to buyers • Facilitate negotiation of sale agreements for bigger accounts • Diagnose buyer's technical product needs • Present suitable technical solutions to address buyers' needs • Identify high priority buyers to facilitate follow-up discussions for sales closure and payment fulfillment activities • Review and accelerate payment processes for ad-hoc and/or non-routine payment issues with sellers
	Manage buyer relationships	<ul style="list-style-type: none"> • Develop buyers relationship management programmes • Develop insights from buyer feedback and market sentiments for further product enhancements • Establish trade opportunities that create value or are mutually beneficial for buyers and the organisation • Develop measures to enhance buyers' retention and loyalty based on analysis of customer data and purchasing behaviour • Develop actions to address buyer requests that deviate from signed sales agreement • Facilitate organisational responses that can address buyer's dissatisfaction of goods • Facilitate collaboration with product subject matter experts to address high-level technical nuances related to product and/or product offerings

Sales Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Communication
	Business Negotiation	Level 4	Interpersonal Skills	Advanced
	Business Opportunities Development	Level 4	Problem Solving	Advanced
	Business Performance Management	Level 4	Service Orientation	Advanced
	Business Planning	Level 4	Leadership	Advanced
	Business Presentation Delivery	Level 4		
	Change Management	Level 4		
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Customer Acquisition Management	Level 4		
	Customer Experience Management	Level 4		
	Customer Relationship Management	Level 4		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Profiling	Level 4		
	Networking	Level 4		
	Organisational Analysis	Level 4		
	Product Advisory	Level 4		
	Resource Management	Level 4		
	Sales Closure	Level 4		
	Sales Target Management	Level 4		
	Service Excellence	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 4		

Head of Sales

JOB ROLE DESCRIPTION

The Head of Sales assumes overall responsibility for the organisation's sales growth. By leading client segmentation and competitor analysis, he/she drives the development of sales strategies. He is also in charge of expanding sales channels and networks, and drives client relationships by leading contract and customer service management.

Innovative and forward-thinking, he keeps abreast of the market and industry trends to identify new opportunities for sales both locally and internationally. He also serves as a mentor to direct reports and provides strategic guidance. He stays abreast of international trading trends by attending key networking events.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales strategies	<ul style="list-style-type: none"> • Translate organisational strategic direction into sales targets and objectives • Set positioning strategies and implementation plans to strengthen all product portfolios and market segments • Set sales channel strategies, targets and relevant key performance metrics or indicators • Review sales performance metrics of specific portfolios and/or buyer segments and revise sales targets based on evaluation • Lead review of competitor landscape and customer demand to identify sales opportunities
	Create sales opportunities	<ul style="list-style-type: none"> • Foster strategic business partner relationships to further organisational sales objectives • Develop buyer acquisition strategies • Formulate returns on investment (ROI) measurements of customer acquisition programmes
	Acquire sales accounts	<ul style="list-style-type: none"> • Lead review of buyers' overall business cycle to identify buyers' current and future business needs that can be fulfilled by Sales team • Conduct sales proposal presentations to senior management of key buyers • Direct overall negotiation strategy and techniques for acquiring sales accounts • Synthesise patterns and changes in buyer's technical requirements • Direct development of technical solutions, product prototypes or models • Lead follow-up discussions with senior management of key buyers to close sales and payment fulfillment activities
	Manage buyer relationships	<ul style="list-style-type: none"> • Establish buyers relationship management strategies • Lead identification of current and emerging trends, competitive landscape and buyer expectations • Lead trade relationship opportunities that create value or are mutually beneficial for buyers and the organisation • Lead analysis of customer relationship models to enhance buyer retention and loyalty • Approve proposed actions to address buyer requests that deviate from signed sales agreement • Guide resolution approaches in accordance with organisational policies and procedures and reach mutually agreed outcomes with buyers • Lead high-level client post sales support on technical nuances related to product and/or product offerings

Head of Sales

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES	GENERIC SKILLS & COMPETENCIES
		Budgeting Level 5
	Business Negotiation Level 5	Leadership Advanced
	Business Opportunities Development Level 5	Decision Making Advanced
	Business Performance Management Level 5	Interpersonal Skills Advanced
	Business Planning Level 5	Problem Solving Advanced
	Business Presentation Delivery Level 5	
	Change Management Level 5	
	Conflict Management Level 5	
	Continuous Improvement Management Level 5	
	Contract Development and Management Level 5	
	Customer Acquisition Management Level 5	
	Customer Experience Management Level 5	
	Customer Relationship Management Level 5	
	Effectiveness Management Level 5	
	Enterprise Risk Management Level 5	
	Innovation Management Level 5	
	Learning and Development Level 5	
	Manpower Planning Level 5	
	Market Profiling Level 5	
	Networking Level 5	
	Organisational Analysis Level 5	
	Product Advisory Level 5	
	Resource Management Level 5	
	Sales Target Management Level 5	
	Service Excellence Level 5	
	Solutions Design Thinking Level 5	
	Stakeholder Management Level 5	
	Strategy Planning Level 5	
	Systems Thinking Application Level 5	
	Technology Integration Level 4	

Commodities Trader

JOB ROLE DESCRIPTION

The Commodities Trader assumes day-to-day trading activities that includes executing trading activities as per trading plans, monitoring portfolio positions and market conditions.

He/She identifies opportunities both locally and regionally that could enhance portfolio positions. He is expected to maintain and enhance business relationships with trade partners and be familiar with trade operations. Analytical and logical, he develops an understanding of the commodity market that facilitates portfolio optimisation and effective trading activities. He is resourceful, a team player and has good negotiation skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Engage in buying and/or selling activities	<ul style="list-style-type: none"> • Apply relevant commodity trading strategies to guide positions during various market trends or economic conditions • Execute trades that are within allowed rates or limit in accordance to portfolio objectives • Conduct negotiation of buying and/or selling activities • Implement internal trade guidelines to ensure compliance to regulatory requirements and legislations • Collaborate with operations team to see through the physical settlement of commodity • Collaborate with market analysis team to form buy or sell decisions
	Manage commodity portfolios	<ul style="list-style-type: none"> • Analyse commodity portfolio to identify trading opportunities • Apply organisation's controls to safeguard commodity portfolio positions • Prepare periodic portfolio status reports • Collaborate with derivative trading team to manage risks arising from trades performed via structured trades • Perform appropriate valuation methods to assess commodity valuation • Monitor supply and demand factors that affect trades and valuations
	Manage trade relationships	<ul style="list-style-type: none"> • Execute targeted trade partnering implementation plan • Initiate working-level relationships with existing networks and possible trade partners • Monitor activities and performance of trade partners against contract terms and identify performance problems or contractual issues • Resolve trade contracts, disputes or performance issues at operational level
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate the use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine the effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Commodities Trader

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Negotiation	Level 3	Communication
	Business Performance Management	Level 3	Interpersonal Skills	Intermediate
	Business Planning	Level 3	Teamwork	Intermediate
	Change Management	Level 3	Service Orientation	Intermediate
	Commodities Trading Management	Level 3	Problem Solving	Intermediate
	Conflict Management	Level 3		
	Continuous Improvement Management	Level 3		
	Customer Relationship Management	Level 3		
	Data Mining and Modelling	Level 3		
	Demand Analysis	Level 3		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	Learning and Development	Level 3		
	Market Research	Level 3		
	Market Risk Management	Level 2		
	Networking	Level 3		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		

Commodities Trading Manager/ Senior Commodities Trader

JOB ROLE DESCRIPTION

The Commodities Trading Manager/Senior Commodities Trader assumes profit and loss responsibilities of quantifiable trading portfolios, which may comprise one or multiple types of commodities, and their supporting activities. He/She plans trading activities that supports his portfolio objectives and develops relationships with existing and new trade partners.

He identifies opportunities both locally and regionally that could enhance portfolio positions. He is expected to maintain and build business relationships with trade partners. Armed with strong numerical and business acumen, he possesses a good understanding of the market conditions as well.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Engage in buying and/or selling activities	<ul style="list-style-type: none"> • Develop commodities trading strategies to guide positions during various market trends or economic conditions • Approve trades beyond the rates or limits stipulated for Trade team and execute trades in accordance to portfolio objectives • Facilitate negotiation of buying and/or selling for bigger trades • Escalate trades with potential risks to trade compliance and develop rectification measures • Facilitate collaboration with operations team to manage physical settlement of commodity • Facilitate collaboration with market analysis team by guiding targeted research areas and offering inputs on markets
	Manage commodity portfolios	<ul style="list-style-type: none"> • Manage profit or loss responsibilities of portfolios consisting of one or multiple commodities • Develop trading plans to address portfolio gaps identified in commodity classes • Facilitate organisation's application of controls to safeguard commodity portfolio positions • Review periodic portfolio status reports • Facilitate collaboration with derivatives trading team to manage risks arising from trades performed via structured trades • Review valuation methods and assumptions used in valuation • Assess supply and demand factors that affect trades and valuations
	Manage trade relationships	<ul style="list-style-type: none"> • Develop targeted trade partnering strategies and implementation plan • Enhance networks with existing and potential trade partners • Analyse trade partner service delivery and performance levels in line with key performance indicators, and provide performance feedback • Facilitate appropriate actions to manage trade contracts, disputes or performance issues of key trade partners
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Facilitate use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Commodities Trading Manager/ Senior Commodities Trader

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Interpersonal Skills
	Business Negotiation	Level 4	Communication	Advanced
	Business Performance Management	Level 4	Service Orientation	Advanced
	Business Planning	Level 4	Teamwork	Intermediate
	Change Management	Level 4	Global Mindset	Advanced
	Commodity Trading Management	Level 4		
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Customer Relationship Management	Level 4		
	Data Mining and Modelling	Level 3		
	Demand Analysis	Level 4		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Research	Level 4		
	Market Risk Management	Level 3		
	Networking	Level 4		
	Organisational Analysis	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		

Head of Commodities Trading

JOB ROLE DESCRIPTION

The Head of Commodities Trading assumes overall profit and loss responsibilities of an organisation's commodity trades or in a larger organisation, profit and loss responsibilities of trades for certain commodity portfolios. He/She builds on the organisation's unique trading propositions and competitive advantage to secure new trade partners and expand its trade portfolio. He plans, directs and implements strategic trading plans, including defining key performance measurements and indicators.

He is expected to keep abreast of market trends, including disruptive forces, legislative and regulatory changes. His responsibilities also include identifying trade opportunities and product developments, and maintaining and enhancing business relationships with local and regional partners. He possesses strong negotiation and interpersonal skills and is required to identify and pursue strategic business opportunities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Engage in buying and/or selling activities	<ul style="list-style-type: none"> • Guide commodity trading strategies to account for various market trends or economic conditions • Endorse trades that are beyond the rates or limits stipulated for staff • Direct trade negotiation strategies and techniques • Direct compliance to trade regulations and guidelines, in consultation with regulatory and risk management team • Drive collaboration with operations team to manage physical settlement of commodities • Drive collaboration with market analysis team to shape targeted research areas
	Manage commodity portfolios	<ul style="list-style-type: none"> • Drive trade portfolio targets by assuming profit or loss responsibilities for one or multiple commodities • Lead identification of portfolio opportunities to identify commodity classes' trading opportunities • Drive adherence to organisation's controls to safeguard commodity portfolio positions • Evaluate performance of commodity portfolio against strategic objectives • Drive collaboration with derivatives trading team to manage risks arising from trades performed via structured trades • Evaluate suitability of valuation models and assumptions applied to commodity valuation • Synthesise supply and demand factors that affect trade and valuations
	Manage trade relationships	<ul style="list-style-type: none"> • Formulate trade partnering strategies and implementation plans to promote value creation for key trade partners • Drive development of relationships with existing and possible trade partners • Endorse decisions on future trade renewals, changes or termination based on analysis and evaluation of overall performance of trade partners • Guide resolution approaches in accordance with organisational policies and procedures on trade contracts, disputes or performance issues of key trade partners

Head of Commodities Trading

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive collaboration of human resource, technology, finance and continuous improvement initiatives

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Global Mindset
	Business Negotiation	Level 5	Leadership	Advanced
	Business Performance Management	Level 5	Problem Solving	Advanced
	Business Planning	Level 5	Communication	Advanced
	Business Presentation Delivery	Level 5	Decision Making	Advanced
	Change Management	Level 5		
	Commodities Trading Management	Level 5		
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Contract Development and Management	Level 5		
	Customer Relationship Management	Level 5		
	Demand Analysis	Level 5		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Innovation Management	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Market Research	Level 5		
	Market Risk Management	Level 3		
	Networking	Level 5		
	Organisational Analysis	Level 5		
	Resource Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		

Derivatives Trader

JOB ROLE DESCRIPTION

The Derivatives Trader assumes day-to-day derivatives trading activities that includes executing trading activities as per trading plans, monitoring portfolio positions and market conditions.

He is expected to maintain and enhance business relationships with stakeholders and be familiar with trade operations. Analytical and logical, he develops an understanding of the commodity market to facilitate portfolio optimisation and effective trading activities. He is resourceful, a team player and has good negotiation skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform derivatives trading activities	<ul style="list-style-type: none"> • Monitor derivative exchanges by tracking movements in exchange indices and real-time news to spot intra-day, short-term and long-term trading • Trade with over-the-counter parties to structure bespoke derivative trades • Initiate working-level relationships with trade counter-parties • Execute derivative trades that are within allowed rates or limit in accordance to portfolio objectives • Apply trade guidelines to ensure compliance to regulatory requirements and legislations • Consult colleagues preparing contracts to customise contracts based on specifications and terms agreed in derivative trades • Perform appropriate derivatives valuation modelling techniques for assessments
	Manage derivatives positions	<ul style="list-style-type: none"> • Apply relevant derivative portfolio strategies to guide positions during various market trends or economic conditions • Adhere to trade controls guidelines to safeguard organisation's derivative positions • Prepare periodic portfolio status reports • Perform derivative trades that support commodities trading team to manage risk from positions
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate the use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine the effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Derivatives Trader

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
	Business Negotiation	Level 3	Computational Thinking	Intermediate
	Business Performance Management	Level 3	Communication	Intermediate
	Business Planning	Level 3	Decision Making	Intermediate
	Change Management	Level 3	Interpersonal Skills	Intermediate
	Conflict Management	Level 3	Problem Solving	Intermediate
	Continuous Improvement Management	Level 3		
	Data Mining and Modelling	Level 3		
	Demand Analysis	Level 3		
	Derivatives Trading Management	Level 3		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	Learning and Development	Level 3		
	Market Research	Level 3		
	Market Risk Management	Level 2		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		

Derivatives Trading Manager/ Senior Derivatives Trader

JOB ROLE DESCRIPTION

The Derivatives Trading Manager/Senior Derivatives Trader assumes responsibilities of quantifiable derivative trading portfolios and their supporting activities. He/She plans derivative trading activities that support his portfolio objectives and take leads in structured products' deal making.

He is expected to develop derivative portfolio strategies to guide positions during various market trends or economic conditions. Armed with strong numerical and business acumen, he possesses a good understanding of market conditions as well.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform derivatives trading activities	<ul style="list-style-type: none"> • Propose market-making opportunities in derivative exchange by connecting the dots across a broad range of market data • Facilitate trade with over-the-counter parties to structure bespoke derivative trades • Enhance relationships with trade counter-parties through relationship building activities • Approve derivative trades beyond the rates or limits stipulated for the team and execute trades in accordance to portfolio objectives • Escalate trades with potential risks to trade compliance and develop rectification measures • Verify that customised contracts are aligned with agreed derivative trades • Review derivative valuation models and assumptions used
	Manage derivatives positions	<ul style="list-style-type: none"> • Develop derivative portfolio strategies to guide positions during various market trends or economic conditions • Facilitate application of controls to safeguard derivatives positions • Review periodic portfolio status reports • Review derivative trades performed to support commodities trading team in managing risk from positions
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Facilitate use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine the effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Derivatives Trading Manager/ Senior Derivatives Trader

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Interpersonal Skills
	Business Negotiation	Level 4	Communication	Advanced
	Business Performance Management	Level 4	Computational Thinking	Advanced
	Business Planning	Level 4	Problem Solving	Advanced
	Change Management	Level 4	Global Mindset	Advanced
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Data Mining and Modelling	Level 3		
	Demand Analysis	Level 4		
	Derivatives Trading Management	Level 4		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Research	Level 4		
	Market Risk Management	Level 3		
	Organisational Analysis	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		

Head of Derivatives Trading

JOB ROLE DESCRIPTION

The Head of Derivatives Trading assumes overall responsibilities of expanding the organisation's profitability via derivatives trades. He/She builds on the organisation's commodity trading by formulating options or hedging strategies. He plans, directs and implements strategic derivative trading plans.

He is expected to keep abreast of market trends, including disruptive forces, legislative and regulatory changes. His responsibility also includes identifying developments in products, and maintaining and enhancing business relationships with stakeholders. He possesses strong negotiation and interpersonal skills and is required to identify and pursue strategic business opportunities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform derivatives trading activities	<ul style="list-style-type: none"> • Endorse derivative trading strategies on derivatives exchanges based on identified trading and market-making opportunities • Drive collaboration with over-the-counter parties to structure bespoke derivative trades • Drive relationship building activities with trade counter-parties • Endorse derivative trades that are beyond the rates or limits stipulated for the team • Direct compliance to trade regulations and guidelines in consultation with regulatory and risk management team • Guide team in modifying assumptions to increase derivative valuation accuracy
	Manage derivatives positions	<ul style="list-style-type: none"> • Guide derivative portfolio strategies to account for various market trends or economic conditions • Direct compliance to trade controls to safeguard organisation's derivative positions • Evaluate performance of derivative portfolio against strategic objectives • Establish collaboration with Commodity Trading team to manage risks from their trade positions
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Lead the department's financial budgeting process to acquire funds for the department's activities • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation • Direct review and analysis of work outcomes to determine effectiveness of processes and procedures • Formulate process solutions to innovate current work processes

Head of Derivatives Trading

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Global Mindset
	Business Negotiation	Level 5	Leadership	Advanced
	Business Performance Management	Level 5	Communication	Advanced
	Business Planning	Level 5	Computational Thinking	Advanced
	Business Presentation Delivery	Level 5	Decision Making	Advanced
	Change Management	Level 5		
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Contract Development and Management	Level 5		
	Demand Analysis	Level 5		
	Derivatives Trading Management	Level 5		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Innovation Management	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Market Research	Level 5		
	Market Risk Management	Level 3		
	Organisational Analysis	Level 5		
	Resource Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		

Operations, Procurement and Sourcing

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Senior Supply Chain Analyst

Chew Kok Soon
Luxasia Pte Ltd

HAVE THE COURAGE TO TAKE THE FIRST STEP

In a short two years of his career switch from Finance to the Wholesale Trade Industry, Kok Soon saw his career progress and is now in charge of supporting nine countries for their freight and warehouse logistics for LuxAsia. Apart from being good with numbers, Kok Soon's eagerness to learn and his strong interpersonal skills allow him to adapt to the demands of this fast-paced and ever-evolving industry.

As a Senior Supply Chain Analyst, Kok Soon provides visibility on business risks and opportunities for Luxasia, an omnichannel partner to global luxury brands in 15 Asia Pacific countries. One of his key responsibilities is to analyse big data sets to ensure the company's shipments arrive at their destinations across the globe on time in the most cost effective manner.

Apart from crunching numbers, Kok Soon also works closely with freight forwarders across various shipping companies. This allows him to develop and hone his negotiation and interpersonal skills to build and maintain valuable relationships for his company's success. Not only did Kok Soon find satisfaction in resolving unpredictable traffic issues, he also enjoys working with people who share the same passion and goals in problem solving.

With an abundance of learning opportunities, Kok Soon's role also allows him to better understand the intricacies

“The Skills Framework widens my knowledge on the occupations and job roles available and what they entail. It is useful to know the existing and emerging skills so that I can continue to upgrade myself.”

of other countries' operations and warehouse setup compared to that of Singapore when he goes on overseas business trips.

Prior to his role in Luxasia, Kok Soon chanced upon the International Trade Professional Conversion Program (PCP) shortly after being displaced from his previous job in the financial industry. With a keen sense for long-term growth and career potential, Kok Soon went through the programme which empowered him with the necessary skills and knowledge to navigate his current role even without having any prior experience in the Wholesale Trade industry.

“The Skills Framework widens my knowledge on the occupations and job roles available and what they entail. It is useful to know the existing and emerging skills so that I can continue to upgrade myself,” Kok Soon shares.

Kok Soon hopes to progress in his role and evolve into a specialist in both warehouse operations and freight-related fields. He believes this can be accomplished by polishing his vendor management and negotiation skills through increasing interaction with his freight counterparts, being mentored by his manager and attending relevant courses mentioned in the Skills Framework.

Operations Assistant/Operations Coordinator

JOB ROLE DESCRIPTION

The Operations Assistant/Operations Coordinator assists in the development and compilation of trading documentation and contracts. He/She also conducts document checks while providing general administrative support.

Equipped with good interpersonal skills and business acumen, he is able to communicate with support staff to ensure smooth processing of trade transactions. He is meticulous and hardworking, enabling him to adapt to a fast-paced environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade documentation	<ul style="list-style-type: none"> • Assist in preparation of contracts and documentation for trade transactions • Support the reconciliation and alignment of trade transactions with trade documentation, contract terms and/or regulatory requirements • Assist in audit of documentation and contract terms required for trade transactions • Compile documentation provided by logistic providers • Support sales and finance departments to process payment to sellers
	Facilitate deployment of products	<ul style="list-style-type: none"> • Support organisational guidelines on the receipt, handling and storage of products • Support coordination efforts with logistics providers on receipt, handling and storage of products • Apply organisational policies to ensure deployment and tracking of products meet requirements • Collect data to assess performance of key operations activities in the organisation • Support execution of incident or crisis management plans on gaps identified with management of goods • Support Workplace Safety and Health (WSH) activities to ensure working level's compliance to organisational and regulatory requirements
	Conduct dispute resolution	<ul style="list-style-type: none"> • Interpret procedures and contract terms for effective trade dispute resolutions • Identify potential issues and/or queries raised by buyers and sellers within trade portfolios • Support investigation of erroneous trade transactions for management resolutions
	Support application initiatives	<ul style="list-style-type: none"> • Operate new technologies, electronic tools and devices • Apply latest technology implementation to improve operations in own work areas • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Support continuous work improvement activities and performance improvement strategies

Operations Assistant/Operations Coordinator

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Continuity Planning	Level 3	Teamwork
	Cargo Issuance and Dispatch	Level 1	Communication	Intermediate
	Cargo Receipt and Inspection	Level 1	Service Orientation	Basic
	Cargo Tracking System Administration	Level 1	Problem Solving	Basic
	Conflict Management	Level 2	Interpersonal Skills	Basic
	Continuous Improvement Management	Level 2		
	Customer Relationship Management	Level 2		
	Delivery Management	Level 1		
	Emergency Response Management	Level 2		
	Freight and Cargo Claim Administration	Level 2		
	Hazards and Risk Identification and Management	Level 2		
	Import and Export Documentation Administration	Level 1		
	International Trade Legislation Compliance	Level 2		
	Inventory Control	Level 2		
	Learning and Development	Level 2		
	Operations Risk Management	Level 2		
	Order Fulfilment Administration	Level 1		
	Quality Assurance Management	Level 2		
	Resource Management	Level 2		
	Service Excellence	Level 2		
	Stakeholder Management	Level 2		
	Systems Thinking Application	Level 2		
	Technology Integration	Level 2		
	Vendor Management	Level 3		

Operations Executive

JOB ROLE DESCRIPTION

The Operations Executive is responsible for daily trade operations encompassing end-to-end order processing. He/She facilitates the storage and deployment of products to clients and aids in conflict resolution.

Possessing good teamwork and communication skills, he is able to work with other functional teams across local and regional borders to facilitate the smooth operation of trade transactions. He is organised and meticulous, enabling him to thrive in a dynamic workplace environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade documentation	<ul style="list-style-type: none"> • Perform order creation and execution for trade transactions aligned with organisational and/or regulatory requirements • Reconcile trade transactions processed with relevant trade documentations • Conduct checks on documentation required for trade transactions • Conduct checks on documentation provided by logistics providers • Collaborate with sales and finance department to facilitate payment to sellers
	Facilitate deployment of products	<ul style="list-style-type: none"> • Implement organisational policies to reduce non-conformance of receipt, handling and storage of products • Coordinate with logistics providers on receipt, handling and storage of products • Perform organisational procedures to ensure deployment and tracking of products meet requirements • Analyse key operations performance indicators to determine effectiveness of operations activities in the organisation • Conduct incident or crisis management plans to address issues with management of goods • Support Workplace Safety and Health (WSH) activities to ensure working level's compliance to organisational and regulatory requirements
	Conduct dispute resolution	<ul style="list-style-type: none"> • Implement organisational procedures for effective trade dispute resolutions • Analyse trade portfolios to support issues and/or query resolutions of buyers and sellers • Investigate and escalate erroneous trade transactions for management resolutions
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Operations Executive

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Continuity Planning	Level 3	Teamwork
	Business Performance Management	Level 3	Communication	Intermediate
	Business Planning	Level 3	Interpersonal Skills	Intermediate
	Cargo Issuance and Dispatch	Level 2	Problem Solving	Intermediate
	Cargo Receipt and Inspection	Level 2	Service Orientation	Intermediate
	Cargo Tracking System Administration	Level 2		
	Change Management	Level 3		
	Conflict Management	Level 3		
	Continuous Improvement Management	Level 3		
	Contract Development and Management	Level 4		
	Customer Relationship Management	Level 3		
	Data Mining and Modelling	Level 2		
	Delivery Management	Level 2		
	Effectiveness Management	Level 3		
	Emergency Response Management	Level 2		
	Freight and Cargo Claim Administration	Level 2		
	Hazards and Risk Identification and Management	Level 2		
	Import and Export Documentation Administration	Level 2		
	Innovation Management	Level 3		
	International Trade Legislation Compliance	Level 3		
	Inventory Control	Level 3		
	Learning and Development	Level 3		
	Operations Risk Management	Level 2		
	Order Fulfilment Administration	Level 2		
	Quality Assurance Management	Level 3		
	Resource Management	Level 3		
	Service Excellence	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 3		
	Vendor Management	Level 3		

Contract Specialist

JOB ROLE DESCRIPTION

The Contract Specialist is responsible for the preparation and verification of contractual agreements required for trade transactions. He/She assists in resolving conflicts and/or provides clarifications on trade transactions with relevant knowledge on trade regulations and guidelines.

Armed with good interpersonal and organisational skills, he is able to liaise with other functional teams to facilitate the smooth operation of trade transactions. He is detail-orientated and focused, enabling him to adapt to a dynamic workplace environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade documentation	<ul style="list-style-type: none">• Draft trading contracts terms that are aligned with organisational and/or regulatory requirements• Coordinate with internal stakeholders to define payment and delivery contract terms agreed for trade transactions• Verify that contract terms are aligned with agreed trade transactions• Customise contracts based on specifications and terms agreed in trade transactions
	Conduct dispute resolution	<ul style="list-style-type: none">• Provide advice on contract terms for effective trade dispute resolutions• Provide baseline support on trade contract issues and/or query resolutions of buyers and sellers
	Support application initiatives	<ul style="list-style-type: none">• Facilitate the use of technologies, electronic tools and devices• Contribute in key activities and milestones in technology implementation projects• Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures• Plan continuous work improvement activities and performance improvement strategies

Contract Specialist

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Performance Management	Level 3	Communication
	Business Planning	Level 3	Interpersonal Skills	Intermediate
	Change Management	Level 3	Service Orientation	Intermediate
	Conflict Management	Level 2	Teamwork	Intermediate
	Continuous Improvement Management	Level 3	Problem Solving	Intermediate
	Contract Development and Management	Level 5		
	Customer Relationship Management	Level 3		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	International Trade Legislation Compliance	Level 3		
	Learning and Development	Level 3		
	Resource Management	Level 2		
	Service Excellence	Level 3		
	Stakeholder Management	Level 2		
	Systems Thinking Application	Level 2		
	Technology Integration	Level 2		

Operations Manager

JOB ROLE DESCRIPTION

The Operations Manager develops operational processes that are efficient, effective and aligned with organisation guidelines. He/She also takes the lead in managing the efficient storage and deployment of products while managing conflicts related to trade transactions with his knowledge in trade regulations and guidelines.

Equipped with excellent interpersonal and communication skills, he is able to collaborate closely with a diverse range of stakeholders in managing the organisation's local and regional trade operations. He is a proactive individual with a methodical mindset, enabling him to address complex issues in a challenging business environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade documentation	<ul style="list-style-type: none"> • Develop organisation contracts and documentation policies required for trade transactions • Develop organisational guidelines to manage trade transactions reconciliations with trade documentations, contract terms and/or regulatory requirements • Review audits conducted on trade documentations and contract terms of trade transactions to reduce operational risks • Develop documentation processes with logistics providers to ensure safekeeping and delivery of organisation's products • Review and accelerate payment processes for ad-hoc payment issues with sellers
	Facilitate deployment of products	<ul style="list-style-type: none"> • Develop organisational guidelines and remedial actions to address non-conformance in the receipt, handling and storage of products • Manage relationships with logistics providers on receipt, handling and storage of products • Manage organisational policies to facilitate deployment and tracking of products • Collaborate with internal stakeholders to identify gaps and opportunities in business operations activities • Review incident or crisis management plans to address issues identified in management of goods • Manage Workplace Safety and Health (WSH) activities to ensure functional compliance to organisational and regulatory requirements
	Conduct dispute resolution	<ul style="list-style-type: none"> • Develop organisation and/or legal procedures to resolve trade disputes • Facilitate discussions with functional teams to resolve issue and/or queries of buyers and sellers • Facilitate discussions with regulation and trade control functions to resolve erroneous trade transactions
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Evaluate latest technology trends that can be leveraged to improve productivity and innovation • Evaluate how workplace technology approach can be revised based on feedback • Review outcomes using available records and information to determine effectiveness of work processes and procedures • Review work processes improvement solutions to determine effectiveness

Operations Manager

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Interpersonal Skills
	Business Continuity Planning	Level 4	Communication	Advanced
	Business Performance Management	Level 4	Teamwork	Intermediate
	Business Planning	Level 4	Problem Solving	Intermediate
	Cargo Issuance and Dispatch	Level 3	Decision Making	Intermediate
	Cargo Receipt and Inspection	Level 3		
	Cargo Tracking System Administration	Level 3		
	Change Management	Level 4		
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Customer Relationship Management	Level 4		
	Data Mining and Modelling	Level 3		
	Delivery Management	Level 3		
	Effectiveness Management	Level 4		
	Emergency Response Management	Level 3		
	Enterprise Risk Management	Level 4		
	Freight and Cargo Claim Administration	Level 3		
	Hazards and Risk Identification and Management	Level 3		
	Import and Export Documentation Administration	Level 3		
	Innovation Management	Level 4		
	International Trade Legislation Compliance	Level 4		
	Inventory Control	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Operations Risk Management	Level 3		
	Order Fulfilment Administration	Level 3		
	Organisational Analysis	Level 4		
	Quality Assurance Management	Level 4		
	Resource Management	Level 4		
	Service Excellence	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 4		
	Vendor Management	Level 4		

Head of Operations

JOB ROLE DESCRIPTION

The Head of Operations drives the development of organisation policies that supports trade processes. He/She ensures trades performed are aligned with regulations and organisational guidelines. He guides the development of procedures that enables timely and safe handling and deployment of products.

Armed with excellent stakeholder and team management skills, he is adept at maintaining strong relationships with stakeholders within and outside the organisation. Highly-driven and possessing a great attention to detail, he is expected to keep abreast of local and regional market developments and regulations that would have an impact on trade operations.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade documentation	<ul style="list-style-type: none"> • Devise organisation contracts and documentation strategies to facilitate efficiency in trade transactions • Drive development of organisation's guidelines on trade transaction reconciliations • Devise organisation's trade documentation audit procedures to minimise operational risks • Guide documentation processes with logistics providers to ensure safekeeping and delivery of organisation's products
	Facilitate deployment of products	<ul style="list-style-type: none"> • Endorse organisation guidelines and remedial actions for receipt, handling and storage of products • Formulate and strengthen relationships with logistic providers to facilitate receipt, handling and storage of products • Devise organisation policies on deployment and tracking of products • Lead collaboration with internal stakeholders to assess opportunities for improvement in business operations activities • Formulate incident or crisis management plans to mitigate gaps identified in management of products • Drive Workplace Safety and Health (WSH) activities to ensure organisational compliance to organisational and regulatory requirements
	Conduct dispute resolution	<ul style="list-style-type: none"> • Formulate organisation procedures and legal guidelines to resolve trade disputes • Lead collaboration efforts with other functional teams to communicate issue and/or queries resolution of buyers and sellers • Drive collaboration with regulation and trade control functions to raise organisation's awareness on changing trade regulations
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Lead department's financial budgeting process to acquire funds for department's activities • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation • Direct review and analysis of work outcomes to determine effectiveness of processes and procedures • Formulate process solutions to innovate current work processes

Head of Operations

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Decision Making
	Business Continuity Planning	Level 5	Leadership	Advanced
	Business Performance Management	Level 5	Communication	Advanced
	Business Planning	Level 5	Interpersonal Skills	Advanced
	Business Presentation Delivery	Level 5	Developing People	Advanced
	Cargo Issuance and Dispatch	Level 4		
	Cargo Receipt and Inspection	Level 4		
	Cargo Tracking System Administration	Level 4		
	Change Management	Level 5		
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Contract Development and Management	Level 5		
	Customer Relationship Management	Level 5		
	Data Mining and Modelling	Level 3		
	Delivery Management	Level 4		
	Effectiveness Management	Level 5		
	Emergency Response Management	Level 4		
	Enterprise Risk Management	Level 5		
	Freight and Cargo Claim Administration	Level 4		
	Hazards and Risk Identification and Management	Level 4		
	Import and Export Documentation Administration	Level 4		
	Innovation Management	Level 5		
	International Trade Legislation Compliance	Level 4		
	Inventory Control	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Operations Risk Management	Level 4		
	Order Fulfilment Administration	Level 4		
	Organisational Analysis	Level 5		
	Quality Assurance Management	Level 5		
	Resource Management	Level 5		
	Service Excellence	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		
	Vendor Management	Level 5		

Procurement Assistant/Sourcing Assistant/ Sourcing Coordinator

JOB ROLE DESCRIPTION

The Procurement Assistant/Sourcing Assistant/Sourcing Coordinator is responsible for raising purchase orders and maintaining procurement records. He/She also assists in contractor selection by collating procurement specifications and tender bids received from suppliers.

He possesses good interpersonal and time management skills, displaying ability to communicate well with suppliers and his colleagues. He is meticulous, an adept multi-tasker and is able to react well to dynamic changes in the work environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop procurement plan	<ul style="list-style-type: none"> • Support organisation's procurement activities based on established product specifications and customer needs • Assist in establishing working level relationships with organisational network and external vendors for optimal procurement transactions
	Manage seller selection process	<ul style="list-style-type: none"> • Support data collection on potential sellers that fulfil procurement requirements • Draft proposal requirements and/or procurement specifications to prospective sellers • Consolidate list of sellers in accordance with organisation's selection processes
	Manage procurement activities	<ul style="list-style-type: none"> • Initiate and track statuses of purchase orders and reorders in accordance with organisational procedures • Administer receipt of products in accordance with procurement requirements and quality assurance processes • Assist in audit of documentation and contract terms required for trade transactions • Support sales and finance departments to process payment to sellers
	Support application initiatives	<ul style="list-style-type: none"> • Operate new technologies, electronic tools and devices • Apply latest technology implementation to improve operations in own work areas • Provide assistance in ongoing review of records and information to determine the effectiveness of work processes and procedures • Support continuous work improvement activities and performance improvement strategies

Procurement Assistant/Sourcing Assistant/ Sourcing Coordinator

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
	Conflict Management	Level 2	Teamwork	Intermediate
	Continuous Improvement Management	Level 2	Communication	Intermediate
	Inventory Control	Level 2	Interpersonal Skills	Basic
	Learning and Development	Level 2	Computational Thinking	Basic
	Operations Risk Management	Level 2	Digital Literacy	Intermediate
	Order Fulfilment Administration	Level 1		
	Procurement Management	Level 2		
	Quality Assurance Management	Level 2		
	Resource Management	Level 2		
	Stakeholder Management	Level 2		
	Supplier Sourcing	Level 2		
	Systems Thinking Application	Level 2		
	Technology Integration	Level 2		
	Vendor Management	Level 3		

Procurement Executive/Sourcing Executive

JOB ROLE DESCRIPTION

The Procurement Executive/Sourcing Executive supports the development of procurement strategies by monitoring inventory movement and reconciling supplies with established procedures. He/She also supports the overall contractor selection process by analysing proposals and draft contracts based on established supplier selection processes and criteria.

He should possess strong organisational, interpersonal and negotiation skills. He is a conscientious and self-motivated individual who is able to manage work priorities and relationships with suppliers and other business units locally and regionally.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop procurement plan	<ul style="list-style-type: none"> • Deploy organisation's procurement activities based on established product specifications and customer needs • Manage working level relationships with organisational network and external vendors for optimal procurement transactions • Monitor compliance of organisation's procurement targets and Key Performance Indicators (KPIs)
	Manage seller selection process	<ul style="list-style-type: none"> • Adopt selection processes and criteria with sellers to ensure fair competition • Gather data on potential sellers that fulfil procurement requirements • Analyse draft proposal and/or procurement specifications to ensure alignment with procurement requirements • Generate list of preferred sellers in accordance with organisation's selection processes • Support negotiation efforts with information on agreed contract terms and conditions with preferred sellers
	Manage procurement activities	<ul style="list-style-type: none"> • Determine inventory levels of products in organisation • Test quality of products to ensure suitability for purpose in accordance with procurement requirements and quality assurance standards • Conduct checks on documentation required for trade transactions • Collaborate with sales and finance departments to facilitate payment processes to sellers
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate the use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine the effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Procurement Executive/Sourcing Executive

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Negotiation	Level 3	Communication
	Business Performance Management	Level 3	Teamwork	Intermediate
	Business Planning	Level 3	Interpersonal Skills	Intermediate
	Change Management	Level 3	Computational Thinking	Intermediate
	Conflict Management	Level 3	Digital Literacy	Intermediate
	Continuous Improvement Management	Level 3		
	Contract Development and Management	Level 4		
	Data Mining and Modelling	Level 2		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	Inventory Control	Level 3		
	Learning and Development	Level 3		
	Networking	Level 3		
	Operations Risk Management	Level 2		
	Order Fulfilment Administration	Level 2		
	Procurement Management	Level 3		
	Quality Assurance Management	Level 3		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Supplier Sourcing	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 3		
	Vendor Management	Level 3		

Procurement Manager/Sourcing Manager

JOB ROLE DESCRIPTION

The Procurement Manager/Sourcing Manager is tasked with managing the organisation's procurement strategies and leveraging strong relationships with the supplier network to ensure alignment with organisation's objectives. He/She is also involved in negotiating with suppliers and managing operational procurement activities to manage product demands.

Adept at problem solving, organisational and project management, he is capable of handling multiple local and regional projects simultaneously and executing them to completion. In addition, he is an independent worker and effective team player whom is able to motivate and drive performance of his team members.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop procurement plan	<ul style="list-style-type: none"> • Develop procurement implementation plans to ensure alignment with overall procurement strategies and operational activities • Facilitate engagement sessions with organisational network and external vendors for optimal procurement transactions • Develop organisation's procurement targets and Key Performance Indicators (KPIs) across teams to meet business development goals
	Manage seller selection processes	<ul style="list-style-type: none"> • Develop selection processes and criteria with sellers • Review accuracy of information gathered on potential sellers that fulfill procurement requirements • Develop proposal development criteria to be used by prospective sellers • Analyse list of sellers based on prices, specifications, and delivery dates to determine best sellers' bids • Conduct negotiations with preferred sellers on contract terms and conditions
	Manage procurement activities	<ul style="list-style-type: none"> • Analyse inventory levels of products in organisation to identify future inventory needs • Evaluate sellers' performance based on quality of products received • Review audits conducted on trade documentations and contract terms of trade transactions to reduce procurement risk • Review and accelerate payment processes for ad-hoc payment issues with sellers
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Evaluate latest technology trends that can be leveraged to improve productivity and innovation • Evaluate how workplace technology approach can be revised based on feedback • Review outcomes using available records and information to determine effectiveness of work processes and procedures • Review work processes improvement solutions to determine effectiveness

Procurement Manager/Sourcing Manager

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Resource Management
	Business Negotiation	Level 4	Problem Solving	Advanced
	Business Performance Management	Level 4	Leadership	Advanced
	Business Planning	Level 4	Teamwork	Intermediate
	Change Management	Level 4	Communication	Advanced
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Contract Development and Management	Level 4		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Inventory Control	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Networking	Level 4		
	Operations Risk Management	Level 3		
	Order Fulfilment Administration	Level 3		
	Organisational Analysis	Level 4		
	Procurement Management	Level 4		
	Quality Assurance Management	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Supplier Sourcing	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 4		
	Vendor Management	Level 4		

Head of Procurement/Head of Sourcing

JOB ROLE DESCRIPTION

The Head of Procurement/Head of Sourcing drives the formulation of the organisation's procurement strategies and supplier selection processes. He/She also leads operational activities and champions process improvement initiatives in the procurement department.

Equipped with excellent leadership skills and strong fundamentals in leading procurement practices, he is able to collaborate with multiple business units across local and regional boundaries to deliver optimal business performance for the organisation. He is results-oriented and able to communicate with both internal and external stakeholders effectively to drive planning of procurement strategies.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop procurement plan	<ul style="list-style-type: none"> • Lead development of organisation's procurement strategies to ensure alignment with overall organisational strategy • Drive relationship building with organisational network and external vendors for optimal procurement transactions • Guide development of organisation's procurement targets and Key Performance Indicators (KPIs) that are aligned with business development strategies
	Manage seller selection processes	<ul style="list-style-type: none"> • Formulate selection processes and criteria for prospective sellers • Direct team to source sellers that meet procurement requirements • Guide proposal development criteria to be used by prospective sellers • Endorse best sellers for negotiations in accordance with organisation's selection processes • Direct negotiations of contract terms and conditions with preferred sellers
	Manage procurement activities	<ul style="list-style-type: none"> • Forecast inventory needs based on organisation's business needs and market demands • Endorse payment to sellers based on verifications of purchased products deliveries and reconciliations • Devise contract modifications based on seller performance to meet organisation's procurement requirements and quality assurance standards • Devise organisation's procurement documentation audit procedures to minimise procurement risks
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Lead the department's financial budgeting process to acquire funds for the department's activities • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation • Direct review and analysis of work outcomes to determine effectiveness of processes and procedures • Formulate process solutions to innovate current work processes

Head of Procurement/Head of Sourcing

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Resource Management
	Business Negotiation	Level 5	Leadership	Advanced
	Business Performance Management	Level 5	Decision Making	Advanced
	Business Planning	Level 5	Interpersonal Skills	Advanced
	Business Presentation Delivery	Level 5	Problem Solving	Advanced
	Change Management	Level 5		
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Contract Development and Management	Level 5		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Innovation Management	Level 5		
	Inventory Control	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Networking	Level 5		
	Operations Risk Management	Level 4		
	Order Fulfilment Administration	Level 4		
	Organisational Analysis	Level 5		
	Procurement Management	Level 5		
	Quality Assurance Management	Level 5		
	Resource Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Supplier Sourcing	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		
	Vendor Management	Level 5		

Finance and Regulations

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Senior Accounts Executive

Usha Narasimhan
Agrocorp International Pte Ltd

STRIVING FOR YOUR DREAMS

As a mother of four children, working in an international commodity trading firm like Agrocorp International brings Usha immense satisfaction and pride in setting a positive example for her kids. Juggling career and family is never easy but Usha saw the need in pursuing a career to foster the importance of independence in her kids.

In her role as a Senior Accounts Executive, Usha ensures the smooth processing of financial transactions between the company and their clients, as well as the financial integrity of each trade settlement and payments between trading parties. She is also required to report and submit daily incoming funds to the company's management, liaise between companies, and review the data entries of bank transactions.

Usha started her career at a company specialising in software development for banks before taking a 15-year career break to take care of her family. Like many individuals who seek to return to the workforce after a prolonged break from the corporate world, it proved to be challenging for Usha.

“The Skills Framework is a beneficial tool to guide me in forging a fulfilling career path ahead in this industry.”

Through skills upgrading and on-the-job training, she has found a career that allows her to constantly learn and progress to more challenging roles. An opportunity to travel to the Kolkata office has helped her to improve the work processes in their India office and honed her leadership and management skills.

Usha achieved a sense of satisfaction when the company adopted and appreciated her suggestions on work process enhancements. Such supportive gestures by the management spurred her on to constantly upskill and pursue excellence.

“If you put your mind into achieving something, even a person with no prior experience can have a fulfilling career and advance in his or her career path. You should just strive for your dreams!”

Usha hopes to further equip herself with key skills through training in FOREX, Risk Management and MIS Report Presentations to become a valuable asset to her company. “The Skills Framework is a beneficial tool to guide me in charting a fulfilling career path in this industry,” she expresses.

Senior Credit Analyst/Credit Analyst

JOB ROLE DESCRIPTION

The Senior Credit Analyst/Credit Analyst supports credit assessments, reviews, restructuring, monitoring and recovery responsibilities for assigned portfolios. He/She is expected to be well versed with analytical and monitoring tools and credit rating models.

He possesses a logical and coherent thought process, is meticulous and organised. He is resourceful and able to analyse financial and geopolitical information with minimal supervision.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Initiate buyers' credit assessments	<ul style="list-style-type: none"> Analyse credit data, financial statements and non-financial information to determine the degree of risk involved in extending credit applications for approval Analyse buyer's records and recommend payment plans based on earnings, savings data, payment history, and purchase activity Compare liquidity, profitability, and credit histories of establishments being evaluated with similar comparators Escalate any credit applications that deviate from predetermined standards Monitor buyer's financial information or records to decide on next course of action
	Drive credit analysis processes	<ul style="list-style-type: none"> Perform periodic credit reviews of existing credit exposures and flag out potential non-performing accounts Conduct reviews on flagged non-performing accounts and derive possible credit restructuring options Adhere to credit policies, procedures, guidelines and regulatory requirements Prepare ad-hoc credit activities reports for management Analyse expected profitability of different credit portfolio segments and alternative methods to understand buyer profiles and most profitable buyer segments Analyse credit segments or areas that have been profitable but under-served Analyse changing market conditions and impact on the internal credit guidelines, policies and procedures
	Monitor credit risks performance	<ul style="list-style-type: none"> Monitor portfolios for adherence to credit risk management framework Advise buyers of necessary actions and strategies for debt repayment Manage dashboard template that facilitates monitoring of credit exposure levels Analyse reports on portfolio credit exposure including review of monthly maturity reports, daily trade activity reports and weekly past due reports Arrange for debt repayment or establish repayment schedules, based on buyers' financial situations
	Support application initiatives	<ul style="list-style-type: none"> Facilitate use of technologies, electronic tools and devices Contribute in key activities and milestones in technology implementation projects Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures Plan continuous work improvement activities and performance improvement strategies

Senior Credit Analyst/Credit Analyst

KILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Performance Management	Level 3	Communication
	Business Planning	Level 3	Teamwork	Intermediate
	Change Management	Level 3	Digital Literacy	Intermediate
	Conflict Management	Level 3	Problem Solving	Advanced
	Continuous Improvement Management	Level 3	Interpersonal Skills	Intermediate
	Credit Assessment	Level 3		
	Credit Risk Management	Level 3		
	Data Mining and Modelling	Level 2		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	Learning and Development	Level 3		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		

Credit Manager

JOB ROLE DESCRIPTION

The Credit Manager drives the adoption of credit policies and compliance. He/She is responsible for credit assessments, reviews, restructuring, monitoring and recovery for designated portfolios under his purview.

He is expected to demonstrate a good understanding of his portfolio and articulate to stakeholders rationale for any credit decisions taken, locally and globally. He is analytical, numerical driven, meticulous, organised and has strong problem solving skills

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Initiate buyers' credit assessment	<ul style="list-style-type: none"> • Approve credit applications within specified limits, and escalate credit applications outside those limits to management for approval • Evaluate credit assessment or analysis for approval • Evaluate buyers' financial records and other supporting documents prior to credit approval • Evaluate cases when consulted on credit applications which did not pass predetermined standards • Evaluate information to understand buyers' ability to repay
	Drive credit analysis processes	<ul style="list-style-type: none"> • Facilitate credit stress testing within organisation to provide risks mitigation recommendations • Manage periodic credit reviews and recommend actions to be taken on flagged creditors post review • Develop credit restructuring options for non-performing creditors • Develop credit policies, procedures and guidelines and regulatory requirements for adherence • Review ad-hoc credit activities reports prepared for management • Review analysis performed and recommend credit policies for targeted buyer segments • Develop segments or areas in which greater focus or risk appetite can be afforded • Develop amendments to credit guidelines in view of changing market and industry outlook analysis
	Monitor credit risks performance	<ul style="list-style-type: none"> • Develop effective credit risk management framework and methodologies • Negotiate financial agreements or credit extensions • Develop dashboard template that facilitates monitoring of credit exposure levels • Evaluate reports on portfolio credit exposure including review of monthly maturity reports, daily trade activity reports and weekly past due reports • Notify relevant stakeholders for repossession actions when buyers fail to respond to collection attempts
	Drive collaboration of human resource, technology and finance initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Manage financial budget in accordance with department work plan • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Evaluate latest technology trends that can be leveraged to improve productivity and innovation • Evaluate how workplace technology approach can be revised based on feedback

Credit Manager

KILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Problem Solving
	Business Performance Management	Level 4	Communication	Advanced
	Business Planning	Level 4	Decision Making	Intermediate
	Change Management	Level 4	Interpersonal Skills	Intermediate
	Conflict Management	Level 4	Leadership	Intermediate
	Continuous Improvement Management	Level 4		
	Credit Assessment	Level 4		
	Credit Risk Management	Level 4		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Organisational Analysis	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		

Head of Credit

JOB ROLE DESCRIPTION

The Head of Credit assumes responsibility for overall credit function of an organisation. He/She establishes internal controls and processes for credit assessments, reviews, restructuring, monitoring and recovery.

He is expected to have a good understanding of business and market developments locally and regionally, and is able to establish credit guidelines that are prudent and aligned with the organisation's requirements. He is analytical, numerically driven and takes a prudent approach to credit risk management.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Initiate buyers' credit assessments	<ul style="list-style-type: none"> • Endorse credit applications that deviate from approved limits or are at top threshold levels • Establish policies and procedures for credit applications that deviate from predetermined standards
	Drive credit analysis processes	<ul style="list-style-type: none"> • Drive credit stress testing outcomes to chart business decisions and credit risk appetites • Lead periodic credit reviews and actions taken to ensure exposure to non-performing accounts are managed • Endorse recommended credit restructuring options • Drive credit policies, procedures, guidelines and regulatory requirements for adherence • Direct analysis performed and credit policies that target profitable buyer segments • Drive identification of credit opportunities where businesses can handle more risks • Drive continuous improvement of internal credit guidelines and policies taking into consideration changing market and/or industry outlook
	Monitor credit risks performance	<ul style="list-style-type: none"> • Establish effective credit risk management framework and methodologies • Lead negotiations with relevant stakeholders regarding repossession actions from buyers with delinquent accounts • Endorse dashboard indicators that facilitate monitoring of credit exposure levels • Escalate adverse exposure of credit portfolios to relevant internal stakeholders for action based on review of credit portfolios
Drive collaboration of human resource, technology and finance initiatives	<ul style="list-style-type: none"> • Lead department's financial budgeting process to acquire funds for the operational activities • Oversee department's financial budget utilisation against department work plan • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation 	

Head of Credit

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Decision Making
	Business Performance Management	Level 5	Leadership	Advanced
	Business Planning	Level 5	Problem Solving	Advanced
	Business Presentation Delivery	Level 5	Communication	Advanced
	Change Management	Level 5	Sense Making	Advanced
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Credit Assessment	Level 5		
	Credit Risk Management	Level 5		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Innovation Management	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Organisational Analysis	Level 5		
	Resource Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		

Senior Treasury Analyst/Treasury Analyst

JOB ROLE DESCRIPTION

The Senior Treasury Analyst/Treasury Analyst supports the treasury team in reviewing and monitoring the organisation's cash positions and liquidity management. He/She reviews business activity reports, financial position forecasts or any other reports required and supports in liaising with financial institutions.

He is expected to work closely with trade finance and internal stakeholders in anticipating funding needs. He may be expected to support the maintenance and building of relationships with financial institutions. He is organised and has good interpersonal and communication skills. He can work with cross-functional teams in a highly dynamic team environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage treasury strategies	<ul style="list-style-type: none"> • Implement organisation's cash management strategies • Develop quantitative measures of Key Performance Indicators (KPIs) across teams to monitor and analyse progress during implementation • Organise collaboration with internal functions for treasury related initiatives
	Manage organisation's financial holdings	<ul style="list-style-type: none"> • Analyse organisation's cash flow positions and liquidity management for gaps • Analyse organisation's bank accounts and trade lines • Implement internal treasury guidelines to ensure compliance to regulatory requirements and legislations • Coordinate the settlement of any financial instruments including time deposits, foreign exchange and bank guarantees
	Oversee analysis of treasury holdings	<ul style="list-style-type: none"> • Execute plan to mitigate financial risks and exposures in-line with treasury policies and best practices • Review reports based on real-time financial data to formulate solutions • Review monthly and quarterly treasury reports to show financial health of organisation
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Senior Treasury Analyst/Treasury Analyst

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Performance Management	Level 3	Communication
	Business Planning	Level 3	Computational Thinking	Intermediate
	Change Management	Level 3	Teamwork	Intermediate
	Conflict Management	Level 3	Sense Making	Intermediate
	Continuous Improvement Management	Level 3	Interpersonal Skills	Intermediate
	Data Mining and Modelling	Level 2		
	Effectiveness Management	Level 3		
	Innovation Management	Level 3		
	Learning and Development	Level 3		
	Market Risk Management	Level 2		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		
	Treasury Management	Level 3		

Treasury Manager

JOB ROLE DESCRIPTION

The Treasury Manager assumes responsibility for reviewing and monitoring the organisation's cashflow position as well as liquidity management. He/She directs the preparation of business activity reports, financial position forecasts, or other reports required. He serves as the focal point of contact with financial institutions on credit facilities.

He is expected to have a good sense of the industry and financial sector, both locally and globally, and manages the organisation's cash and liquidity positions. He is analytical and has good communication skills, and is skilled at managing a diverse group of stakeholders and tactical planning.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage treasury strategies	<ul style="list-style-type: none"> • Develop organisation's cash management strategies • Review targets and Key Performance Indicators (KPIs) across teams and integrate into implementation plans • Review collaboration with internal functions for treasury related initiatives
	Manage organisation's financial holdings	<ul style="list-style-type: none"> • Develop internal treasury guidelines to ensure compliance to regulatory requirements and legislations • Review organisation's bank accounts and trade lines • Develop internal treasury guidelines to ensure compliance to regulatory requirements and legislations • Facilitate interactions and relationship building with financial institutions to support financing needs and other treasury operations • Review settlements of any financial instruments organisation uses
	Oversee analysis of treasury holdings	<ul style="list-style-type: none"> • Develop plan to mitigate financial risks and exposures in-line with treasury policies and best practices • Evaluate financial reports to anticipate expenses and plan investments • Initiate appropriate actions to manage organisation's funding and inventory positions using monthly and quarterly treasury reports
	Drive collaboration of human resource, technology and finance initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Manage financial budget in accordance with department work plan • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Evaluate latest technology trends that can be leveraged to improve productivity and innovation • Evaluate how workplace technology approach can be revised based on feedback

Treasury Manager

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Decision Making
	Business Performance Management	Level 4	Problem Solving	Intermediate
	Business Planning	Level 4	Leadership	Intermediate
	Change Management	Level 4	Sense Making	Advanced
	Conflict Management	Level 4	Communication	Intermediate
	Continuous Improvement Management	Level 4		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Innovation Management	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Risk Management	Level 3		
	Organisational Analysis	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		
	Treasury Management	Level 4		

Head of Treasury

JOB ROLE DESCRIPTION

The Head of Treasury assumes responsibility for the organisation's funding and inventory positions. He/She develops funding strategies and establishes procedures for forecasting, budgeting, hedging, investment and treasury functions that ensure the organisation's liquidity is sufficient and it can position itself financially.

He is expected to have extensive knowledge of financial and investment management strategies, both locally and globally, and a wide network of relationships in the financial services sector. He is armed with strong negotiation and communication skills, and possesses effective organisational, problem solving, analytical and relevant strategic business partnership experience.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage treasury strategies	<ul style="list-style-type: none"> • Establish organisation's cash management strategies • Formulate targets and Key Performance Indicators (KPIs) aligned with business development strategies • Lead collaboration with internal functions for treasury related initiatives
	Manage organisation's financial holdings	<ul style="list-style-type: none"> • Establish structure to ensure efficient use of organisation's cash and ability to raise liquidity • Oversee organisation's bank accounts and trade lines to ensure steady growth and sufficient capital • Direct compliance to treasury regulations and guidelines, in consultation with regulatory and risk management team • Lead interactions and relationship building with financial institutions to support financing needs and other treasury operations • Drive review of settlements of any financial instruments the organisation uses
	Oversee analysis of treasury holdings	<ul style="list-style-type: none"> • Lead strategies for cash forecasting, investing of excess cash, inter-organisational cash settlements, and hedging of forex, commodities and/or interest rates to mitigate financial exposures and risks • Oversee financial reporting to ensure accurate insights into financial positions to alleviate liquidity issues and ensure business continuity • Formulate appropriate actions after analysing organisation's financial position to take advantage of potential revenue opportunities
	Drive collaboration of human resource, technology and finance initiatives	<ul style="list-style-type: none"> • Lead department's financial budgeting process to acquire funds for operational activities • Oversee department's financial budget utilisation against department work plan • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation

Head of Treasury

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Decision Making
	Business Performance Management	Level 5	Leadership	Advanced
	Business Planning	Level 5	Problem Solving	Advanced
	Business Presentation Delivery	Level 5	Sense Making	Advanced
	Change Management	Level 5	Teamwork	Intermediate
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Innovation Management	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Market Risk Management	Level 3		
	Organisational Analysis	Level 5		
	Resource Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		
	Treasury Management	Level 5		

Senior Trade Finance Analyst/ Trade Finance Analyst

JOB ROLE DESCRIPTION

The Senior Trade Finance Analyst/Trade Finance Analyst supports the trade finance team in reviewing and monitoring the operational activities relating to trade finance. He/She reviews trade finance transaction reports, monitor use of credit facilities and supports his team in negotiations with financial institutions.

He is expected to keep abreast of trade flows and monitor the organisation's financing needs. He may be also expected to support the management team in maintaining and building relationships with financial institutions. He is armed with excellent communication and interpersonal skills, and is an effective team-player who communicates effectively with buyers, sellers and team members.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade finance transactions	<ul style="list-style-type: none"> • Monitor daily transactional requirements including funds transfer, trade finance applications and working capital requirements • Review the utilisations and/or allocations of trade facilities • Generate relevant performance dashboards for management and ageing report for management review • Maintain responsibility for portfolio analysis and reporting matters including ongoing monitoring of exposures • Implement financing strategies to ensure all trades are financed
	Manage trade finance documentation	<ul style="list-style-type: none"> • Maintain proper documentation of trade finance records and transaction documents • Review trade documents to ensure compliance with relevant laws and regulations • Coordinate with operations team to ensure accurate trade documentation • Analyse trade clearing and settlement process to ensure all trades are cleared
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Senior Trade Finance Analyst/ Trade Finance Analyst

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Performance Management	Level 3	Communication
	Business Planning	Level 3	Computational Thinking	Intermediate
	Cash Flow Reporting	Level 3	Teamwork	Intermediate
	Change Management	Level 3	Lifelong Learning	Intermediate
	Conflict Management	Level 3	Digital Literacy	Intermediate
	Continuous Improvement Management	Level 3		
	Data Mining and Modelling	Level 2		
	Effectiveness Management	Level 3		
	Import and Export Documentation Administration	Level 2		
	Innovation Management	Level 3		
	International Trade Legislation Compliance	Level 3		
	Learning and Development	Level 3		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		
	Trade Finance Management	Level 3		

Trade Finance Manager

JOB ROLE DESCRIPTION

The Trade Finance Manager assumes responsibility for reviewing and monitoring operational activities relating to trade finance. He/She directs preparation of reports and Management Information Systems (MIS) relating to trade finance activities. He coordinates and negotiates with financial institutions on the organisation's credit facilities' needs.

He is expected to work closely with trading teams to understand trade flows and ensure timely securitisation of financing and/or risk underwriting. Equipped with an analytical mindset and effective communication skills, he is skilled at managing a diverse group of stakeholders, both locally and globally.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade finance transactions	<ul style="list-style-type: none"> • Manage daily transactional requirements to optimise trade finance applications and working capital requirements • Drive better utilisation of trade facilities • Evaluate organisation's positions based on performance reports to minimise exposure risks • Monitor portfolio exposures to identify areas for growth and over-exposed areas • Develop financing strategies to ensure trades are financed
	Manage trade finance documentation	<ul style="list-style-type: none"> • Develop trade documentation guidelines and policies to promote efficiency and compliance • Inspect trade documents to maintain compliance with terms • Review trade clearing and settlement process to ensure all trades are cleared
Drive collaboration of human resource, technology and finance initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Manage financial budget in accordance with department work plan • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Evaluate latest technology trends that can be leveraged to improve productivity and innovation • Evaluate how workplace technology approach can be revised based on feedback 	

Trade Finance Manager

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Problem Solving
	Business Performance Management	Level 4	Decision Making	Intermediate
	Business Planning	Level 4	Communication	Advanced
	Cash Flow Reporting	Level 4	Computational Thinking	Advanced
	Change Management	Level 4	Leadership	Intermediate
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Import and Export Documentation Administration	Level 3		
	Innovation Management	Level 4		
	International Trade Legislation Compliance	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Organisational Analysis	Level 4		
	Resource Management	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		
	Trade Finance Management	Level 4		

Head of Trade Finance

JOB ROLE DESCRIPTION

The Head of Trade Finance assumes responsibility for driving execution of the organisation's trade finance activities and strategies. He/She is expected to have extensive knowledge of trade flows, trade settlements and trade finance operations. He oversees negotiations with financial institutions on trade finance.

He is expected to have strong stakeholder engagement skills, team leadership capabilities and deep trade finance knowledge, both locally and globally.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage trade finance transactions	<ul style="list-style-type: none"> • Endorse overall plan for daily transactional requirements to optimise trade finance applications • Formulate strategies for better utilisation of trade facilities and ensuring facilities are financed and insured in a timely manner • Establish controls to mitigate credit and performance exposure risks in trade operations • Lead trade finance strategies that are geared towards generating growth in portfolios • Lead financing strategies to ensure trades are accurately financed
	Manage trade finance documentation	<ul style="list-style-type: none"> • Establish trade documentation guidelines and policies to promote efficiency and compliance • Lead compliance with relevant laws and regulations for trade documents • Drive trade clearing and settlement process to ensure all trades are cleared
	Drive collaboration of human resource, technology and finance initiatives	<ul style="list-style-type: none"> • Lead department's financial budgeting process to acquire funds for operational activities • Oversee department's financial budget utilisation against department work plan • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation

Head of Trade Finance

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Decision Making
	Business Performance Management	Level 5	Problem Solving	Advanced
	Business Planning	Level 5	Leadership	Advanced
	Business Presentation Delivery	Level 5	Communication	Advanced
	Change Management	Level 5	Computational Thinking	Advanced
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Import and Export Documentation Administration	Level 4		
	Innovation Management	Level 5		
	International Trade Legislation Compliance	Level 4		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Organisational Analysis	Level 5		
	Resource Management	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		
	Trade Finance Management	Level 5		

Senior Risk Analyst/Risk Analyst

JOB ROLE DESCRIPTION

The Senior Risk Analyst/Risk Analyst assumes responsibility for coordinating with internal stakeholders to identify and communicate more complex risks associated with specific functional tracks. He/She assesses and highlights key risks to contribute to the risk assessments and development of risk profiles. He monitors adherence to risk policy and guidelines, supporting overall communication and risk reporting mechanisms. In addition, he reviews risk assessment approaches across the organisation's regional network to enhance execution and contribute to risk research.

Armed with a logical and critical thought process, he is a problem solver, analytical, meticulous and organised.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop enterprise risk management framework	<ul style="list-style-type: none"> • Prepare reports on impact of latest industry developments, market trends and relevant regulations on business risks • Collaborate with internal stakeholders to enhance risk management policies and trade control guidelines • Coordinate execution of reporting mechanisms across internal stakeholders • Execute communication plan for risk management policy, guidelines and accountabilities across internal stakeholders • Analyse risk criteria best practices and industry trends to support development of risk criteria • Collaborate with internal stakeholders to identify perception and develop enhancements to risk management framework • Educate internal stakeholders of business risks brought about by industry developments and latest regulations
	Drive risk assessment processes	<ul style="list-style-type: none"> • Collaborate with internal stakeholders to identify risk areas within functional areas and compare with industry trends • Conduct risk assessment based on identified risk areas to develop individual risk profiles per functional area • Monitor compliance to risk management policies and guidelines and highlight situations of possible fraud occurrences for money laundering and corrupt practices • Prepare risk assessment schedule based on analysis of overall business schedules
	Manage risk mitigation	<ul style="list-style-type: none"> • Collaborate with working level to support implementation of risk mitigation plan across functional tracks • Analyse impact of risk mitigation plan to provide enhancements and support • Promote education or training programmes on various business risks for internal stakeholders
	Support application initiatives	<ul style="list-style-type: none"> • Facilitate the use of technologies, electronic tools and devices • Contribute in key activities and milestones in technology implementation projects • Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures • Plan continuous work improvement activities and performance improvement strategies

Senior Risk Analyst/Risk Analyst

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Continuity Planning	Level 3	Computational Thinking
	Business Performance Management	Level 3	Communication	Intermediate
	Business Planning	Level 3	Problem Solving	Intermediate
	Change Management	Level 3	Sense Making	Intermediate
	Conflict Management	Level 3	Teamwork	Intermediate
	Continuous Improvement Management	Level 3		
	Data Mining and Modelling	Level 2		
	Effectiveness Management	Level 3		
	Emergency Response Management	Level 3		
	Enterprise Risk Management	Level 4		
	Fraud Risk Management	Level 4		
	Hazards and Risk Identification and Management	Level 3		
	Innovation Management	Level 3		
	Internal Controls	Level 3		
	Learning and Development	Level 3		
	Market Risk Management	Level 3		
	Operations Risk Management	Level 3		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		

Risk Manager

JOB ROLE DESCRIPTION

The Risk Manager assumes responsibility for developing and implementing risk management frameworks or guidelines. He/She works with internal stakeholders to establish risk criteria within all functional tracks, develops risk reporting mechanisms and proposes controls that support risk mitigation plans. He also designs risk assessment, reviews reports produced by the team and develops risk profiles to analyse severity of risks. In addition, he collaborates with regional teams to inform his approach to risk criteria and risk profile development. He is expected to keep up-to-date with trends in the industry and anticipate future risks to guide researches.

Equipped with an analytical mindset and communication skills, he is a problem solver and adept at managing a diverse group of stakeholders.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop enterprise risk management framework	<ul style="list-style-type: none"> • Develop risk management plan in line with mandate • Review reports on impact of latest industry developments, market trends and relevant regulations to inform risk management framework • Develop risk management governance, policies and trade control guidelines across functional tracks • Develop reporting mechanisms to monitor ad-hoc risks and compliance • Develop communication plan for risk management mandate, governance and policies • Develop risk criteria across businesses • Develop enhancements to risk management framework based on feedback from stakeholders • Facilitate knowledge sharing sessions with regulatory bodies to stay informed on risk updates and build network
	Drive risk assessment processes	<ul style="list-style-type: none"> • Validate identified risk areas to be assessed by risk criteria within functional areas across business • Review risk profiles to prioritise areas of most severe business risk to inform business strategy • Review scenario analysis and stress testing across prioritised risk profiles to inform approaches • Lead development of risk assessment schedule
	Manage risk mitigation	<ul style="list-style-type: none"> • Facilitate discussion with functional tracks to develop risk mitigation plan • Review progress of risk mitigation plans to minimise business risks • Develop education or training programmes on various business risks for internal stakeholders
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Evaluate latest technology trends that can be leveraged to improve productivity and innovation • Evaluate how workplace technology approach can be revised based on feedback • Review outcomes using available records and information to determine effectiveness of work processes and procedures • Review work processes improvement solutions to determine effectiveness

Risk Manager

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Computational Thinking
	Business Continuity Planning	Level 4	Problem Solving	Advanced
	Business Performance Management	Level 4	Decision Making	Advanced
	Business Planning	Level 4	Communication	Advanced
	Change Management	Level 4	Sense Making	Advanced
	Conflict Management	Level 4		
	Continuous Improvement Management	Level 4		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 4		
	Emergency Response Management	Level 4		
	Enterprise Risk Management	Level 5		
	Fraud Risk Management	Level 5		
	Hazards and Risk Identification and Management	Level 4		
	Innovation Management	Level 4		
	Internal Controls	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Risk Management	Level 4		
	Operations Risk Management	Level 4		
	Organisational Analysis	Level 4		
	Regulatory Risk Assessment	Level 4		
	Resource Management	Level 4		
	Risk Compliance and Governance	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		

Head of Risk

JOB ROLE DESCRIPTION

The Head of Risk leads the organisation's enterprise risk management, and is responsible for setting up risk frameworks across various functional tracks. He/She develops established risk criteria for compliance and ensures that all risks that could threaten the business are identified, measured and mitigated. He also leverages regional networks to keep up-to-date with the latest trends in risk across various geographical areas to inform the organisation's business strategies.

Experienced and equipped with project management capabilities, he guides his team to thoroughly assess and monitor all aspects of risk in the business, providing support where needed. He is entrepreneurial and analytical, and possesses great attention to details that may impact business risks.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop enterprise risk management framework	<ul style="list-style-type: none"> • Lead development of risk management mandate • Lead development of risk management framework taking into consideration latest industry developments • Endorse final risk management governance and trade control guidelines across functional tracks • Endorse communication plan for risk management mandate, governance and policies • Lead development of risk criteria across business • Endorse enhancements to risk management framework • Lead relationship building with regulatory bodies to stay informed on changes in business risk landscape
	Drive risk assessment processes	<ul style="list-style-type: none"> • Lead risk assessment across functional areas to assess business risks • Lead development of risk profiles to have a comparative analysis of risks across businesses • Devise scenario analysis and stress testing approaches across risk profiles • Endorse risk assessment schedule
	Manage risk mitigation	<ul style="list-style-type: none"> • Endorse risk mitigation plan based on risk assessments, profiles and severity of risks • Lead education or training initiatives on various business risks for internal stakeholders
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Lead department's financial budgeting process to acquire funds for department's activities • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation • Direct review and analysis of work outcomes to determine effectiveness of processes and procedures

Head of Risk

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Decision Making
	Business Continuity Planning	Level 5	Computational Thinking	Advanced
	Business Performance Management	Level 5	Problem Solving	Advanced
	Business Planning	Level 5	Leadership	Advanced
	Business Presentation Delivery	Level 5	Communication	Advanced
	Change Management	Level 5		
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 5		
	Emergency Response Management	Level 5		
	Enterprise Risk Management	Level 6		
	Fraud Risk Management	Level 6		
	Hazards and Risk Identification and Management	Level 5		
	Innovation Management	Level 5		
	Internal Controls	Level 5		
	Learning and Development	Level 5		
	Manpower Planning	Level 5		
	Market Risk Management	Level 5		
	Operations Risk Management	Level 5		
	Organisational Analysis	Level 5		
	Regulatory Risk Assessment	Level 5		
	Resource Management	Level 5		
	Risk Compliance and Governance	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Integration	Level 4		

Senior Regulations and Trade Controls Analyst/ Regulations and Trade Controls Analyst

JOB ROLE DESCRIPTION

The Senior Regulations and Trade Controls Analyst/Regulations and Trade Controls Analyst assumes the responsibility of coordinating trade regulatory requirements with working level stakeholders. He/She is also responsible for reviewing organisation's compliance with regulatory requirements. He assesses adequacy, effectiveness and efficiency of compliance with regulations and make appropriate recommendations.

In addition, he is expected to communicate with regional colleagues to upkeep the latest regulatory standards and guidelines for organisational compliance on both local and regional levels. He possesses good communication and coordination skills, and pays attention to details.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Monitor trade regulations	<ul style="list-style-type: none"> Analyse changes in laws and regulations for trade controls to support decision making in businesses Execute new regulation implementation plan to meet changes in regulatory requirements Support collaboration with internal stakeholders in developing functional strategies taking into consideration regulatory requirements
	Review compliance to trade controls	<ul style="list-style-type: none"> Analyse risks and uncertainties contributing to trade controls Monitor positions and associated risks to ensure that they are reflected prudently in commodities' profit and loss reports Analyse periodic profit and loss reports to determine drivers of movements and threshold variances if any
	Establish code of conduct guidelines for trade management	<ul style="list-style-type: none"> Perform code of conduct documentation updates periodically to maintain a code of conduct that is relevant and up to date with trade guidelines and practices Implement targetted communication plan to increase adoption and awareness of code of conduct Monitor adherence to trade code of conduct and flag out non-adherence Monitor compliance to risk management policies and guidelines and highlight situations of possible fraud occurrence for money laundering and corrupt practices
	Support application initiatives	<ul style="list-style-type: none"> Facilitate the use of technologies, electronic tools and devices Contribute in key activities and milestones in technology implementation projects Provide assistance in ongoing review of records and information to determine effectiveness of work processes and procedures Plan continuous work improvement activities and performance improvement strategies

Senior Regulations and Trade Controls Analyst/ Regulations and Trade Controls Analyst

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Business Performance Management	Level 3	Communication
	Business Planning	Level 3	Problem Solving	Intermediate
	Change Management	Level 3	Teamwork	Intermediate
	Conflict Management	Level 3	Interpersonal Skills	Intermediate
	Continuous Improvement Management	Level 3	Lifelong Learning	Intermediate
	Data Mining and Modelling	Level 2		
	Effectiveness Management	Level 3		
	Enterprise Risk Management	Level 3		
	Fraud Risk Management	Level 3		
	Innovation Management	Level 3		
	Internal Controls	Level 3		
	International Trade Legislation Compliance	Level 3		
	Learning and Development	Level 3		
	Market Risk Management	Level 3		
	Resource Management	Level 3		
	Solutions Design Thinking	Level 3		
	Stakeholder Management	Level 3		
	Systems Thinking Application	Level 3		
	Technology Integration	Level 2		

Regulations and Trade Controls Manager

JOB ROLE DESCRIPTION

The Regulations and Trade Controls Manager assumes the responsibility of analysing changes in trade controls and regulation landscape to assess its impact on the organisation. He/She executes trade agreement due diligence and supports the organisation's compliance with trade regulatory requirements. He also communicates regulatory information and provides guidance to internal stakeholders to ensure that information is interpreted correctly.

In addition, he collaborates with regional teams to assess regional risks in trade dealings due to policies and regulations, and advises them on the organisation's guidelines and business processes. He is a self-motivated individual who possesses strong interpersonal, analytical thinking and coordination skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Monitor trade regulations	<ul style="list-style-type: none"> • Develop scenario analysis on business impact of new laws and regulations for trade controls • Develop new regulation implementation plan to meet changes in regulatory requirements • Collaborate with internal stakeholders in developing functional strategies taking into consideration regulatory requirements
	Review compliance to trade controls	<ul style="list-style-type: none"> • Recommend mitigating strategies and implement structures and processes to control risks • Escalate high-risk positions observed in commodities' profit and loss report to internal stakeholders for further actions • Collaborate with internal stakeholders to ensure there is no breach against the approved threshold
	Establish code of conduct guidelines for trade management	<ul style="list-style-type: none"> • Review code of conduct periodically to maintain a code of conduct that is relevant and up-to-date with trade guidelines and practices • Drive adoption and compliance to code of conduct through development of a targeted communication plan • Escalate non-adherence to trade code of conduct to relevant internal stakeholders for next course of action • Develop and implement fraud detection guidelines for money laundering and corrupt practices
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Propose department's financial budget for management approval • Develop corporate governance measures • Provide on-the-job training and performance evaluation to subordinates • Implement department's recruitment and retention efforts • Evaluate latest technology trends that can be leveraged to improve productivity and innovation • Evaluate how workplace technology approach can be revised based on feedback • Review outcomes using available records and information to determine effectiveness of work processes and procedures • Review work processes improvement solutions to determine effectiveness

Regulations and Trade Controls Manager

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 4	Problem Solving
	Business Performance Management	Level 4	Communication	Advanced
	Business Planning	Level 4	Decision Making	Advanced
	Change Management	Level 4	Teamwork	Intermediate
	Conflict Management	Level 4	Global Mindset	Advanced
	Continuous Improvement Management	Level 4		
	Data Mining and Modelling	Level 3		
	Effectiveness Management	Level 4		
	Enterprise Risk Management	Level 4		
	Fraud Risk Management	Level 4		
	Innovation Management	Level 4		
	Internal Controls	Level 4		
	International Trade Legislation Compliance	Level 4		
	Learning and Development	Level 4		
	Manpower Planning	Level 4		
	Market Risk Management	Level 3		
	Organisational Analysis	Level 4		
	Regulatory Risk Assessment	Level 4		
	Resource Management	Level 4		
	Risk Compliance and Governance	Level 4		
	Solutions Design Thinking	Level 4		
	Stakeholder Management	Level 4		
	Strategy Planning	Level 4		
	Systems Thinking Application	Level 4		
	Technology Integration	Level 3		

Head of Regulations and Trade Controls

JOB ROLE DESCRIPTION

The Head of Regulations and Trade Controls ensures that the organisation complies with trade regulations and standard operating procedures. He/She develops trade agreement guidelines and due diligence frameworks to ensure minimal risks in the organisation's trade dealings. He also communicates regulatory information and provides guidance to internal stakeholders to ensure compliance across businesses.

He leverages regional networks to keep up-to-date on potential fluctuations in regional trade policy regulations and their impact towards the organisation. He possesses strong organisational skills, communication and coordination skills, and guides the organisation to minimise trade risks.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Monitor trade regulations	<ul style="list-style-type: none"> • Escalate changes in laws and regulations for trade controls and impact on business to management and heads of business units • Lead adoption of new regulations in line with trade businesses • Drive business planning sessions with functional leads to incorporate regulatory requirements changes into functional strategies
	Review compliance to trade controls	<ul style="list-style-type: none"> • Establish trade controls that are adequate and effective • Drive enforcement of trade controls with internal stakeholders • Lead collaboration with internal stakeholders to address gaps in threshold variances
	Establish code of conduct guidelines for trade management	<ul style="list-style-type: none"> • Establish trade code of conduct to reduce risk of non-compliance during trade agreements • Influence stakeholders to adopt trade code of conduct
	Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> • Lead department's financial budgeting process to acquire funds for department's activities • Drive corporate governance measures • Manage subordinates' professional and career development • Manage department's recruitment and retention efforts • Lead technology application to improve productivity and innovation • Develop revised workplace technology approach for productivity improvement and innovation • Direct review and analysis of work outcomes to determine effectiveness of processes and procedures • Formulate process solutions to innovate current work processes

Head of Regulations and Trade Controls

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES	
		Budgeting	Level 5	Decision Making
	Business Performance Management	Level 5	Problem Solving	Advanced
	Business Planning	Level 5	Communication	Advanced
	Business Presentation Delivery	Level 5	Leadership	Advanced
	Change Management	Level 5	Teamwork	Intermediate
	Conflict Management	Level 5		
	Continuous Improvement Management	Level 5		
	Data Mining and Modelling	Level 5		
	Effectiveness Management	Level 5		
	Enterprise Risk Management	Level 5		
	Fraud Risk Management	Level 5		
	Innovation Management	Level 5		
	Internal Controls	Level 5		
	International Trade Legislation Compliance	Level 3		
	Learning and Development	Level 5		
	Manpower Planning	Level 4		
	Market Risk Management	Level 5		
	Organisational Analysis	Level 5		
	Regulatory Risk Assessment	Level 5		
	Resource Management	Level 5		
	Risk Compliance and Governance	Level 5		
	Solutions Design Thinking	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Systems Thinking Application	Level 5		
	Technology Intergration	Level 4		

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	
Branding, Publicity, Digital Marketing and E-Commerce	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		●	●	●			
Business Development	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		●	●	●	●		

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		
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		●	●	●	●			

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
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		●	●	●	●	

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
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			●	●	●	

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
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		●	●	●	●	

Overview of Technical Skills and Competencies

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"> • Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice • Demonstrate exemplary ability to innovate, and formulate ideas and structures
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"> • Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles • 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 • Manage and drive complex work activities
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"> • Evaluate and develop factual and conceptual knowledge within a field of work • Select and apply a range of cognitive and technical skills to solve non-routine/ abstract problems • Manage work activities which may be unpredictable • Facilitate the implementation of innovation
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"> • Apply relevant procedural and conceptual knowledge, and skills to perform differentiated work activities and manage changes • Able to collaborate with others to identify value-adding opportunities
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"> • Understand and apply factual and procedural knowledge in a field of work • Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools • Present ideas and improve work
1	Work under direct supervision Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	<ul style="list-style-type: none"> • Recall factual and procedural knowledge • Apply basic skills to carry out defined tasks • Identify opportunities for minor adjustments to work tasks

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
Computational Thinking	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
Creative Thinking	Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.	Connect ideas or information from related fields or applications to address an immediate issue.	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.	Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.
Decision Making	Choose a course of action from various alternatives using a reasoned process to achieve intended goals.	Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.	Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.	Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
Developing People	Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Use demonstration and explanation to teach a familiar task to inexperienced co-workers.	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.	Provide mentorship to help others in their professional and personal development to improve performance and further their careers.
Digital Literacy	Use ICT tools, equipment and software to create, evaluate and share information digitally with others.	Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information.	Use available software features to create and edit documents, customise templates and reports and evaluate online information.	Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.
Global Mindset	Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.	Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.	Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions.	Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Interpersonal Skills	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
Leadership	Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Lifelong Learning	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
Managing Diversity	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
Problem Solving	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
Resource Management	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Sense Making	Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making.	Identify relationships and linkages within different components of data.	Interpret data to uncover patterns and trends between various sources of data.	Analyse data relationships, patterns and trends to gain important insights and make informed decisions.
Service Orientation	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
Teamwork	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
Transdisciplinary Thinking	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
Virtual Collaboration	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

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PTT International Trading Pte Ltd
Qian Hu
Recycle Point Pte Ltd
Red Sea Aquarium (Pte) Ltd.
Red Summer Koi Farm
Rhodium Resources Pte. Ltd.
S.J. Low Bros & Co Pte Ltd
S.S. Balbir Bros. Pte Ltd
Samwoh Corporation Pte Ltd
San Sesan Global Pte Ltd
Sanyo Aquarium Pte Ltd
Schwabe Pharma Asia Pacific Pte Ltd
Seaquest Marine Systems Pte Ltd
Serial System Ltd
Shell Eastern Petroleum (Pte) Ltd
Sia Huat Pte Ltd
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Turntech Precision Engineering Pte Ltd
U.S. Group Consolidator (S) Pte Ltd
Uniweld Products (USA) Pte Ltd
Vale International SA Singapore Branch
VCT Group Of Wineries Asia Pte Ltd
Vitol Asia Pte Ltd
Wah Lee Tech (Singapore) Pte Ltd
Well & Able Holdings Pte Ltd
World Fuel Services (Singapore) Pte Ltd

In addition, we would like to express our gratitude to the following stakeholders and partners for their contribution to the development of the Skills Framework for Wholesale Trade:

- Individuals who have agreed to share their personal career stories
- The Unions who have provided their views and support on behalf of their members
- The Industry Associations and Professional Bodies for sharing their business and members' perspectives
- Various Government and Government-Linked Agencies for their assistance
- Education and Training Providers for the inputs on skills and competencies development
- Organisations for their contributions in the development and validation of the Skills Framework for Wholesale Trade

Wage Information

MONTHLY GROSS WAGES OF SELECTED OCCUPATIONS IN WHOLESALE TRADE, JUNE 2017

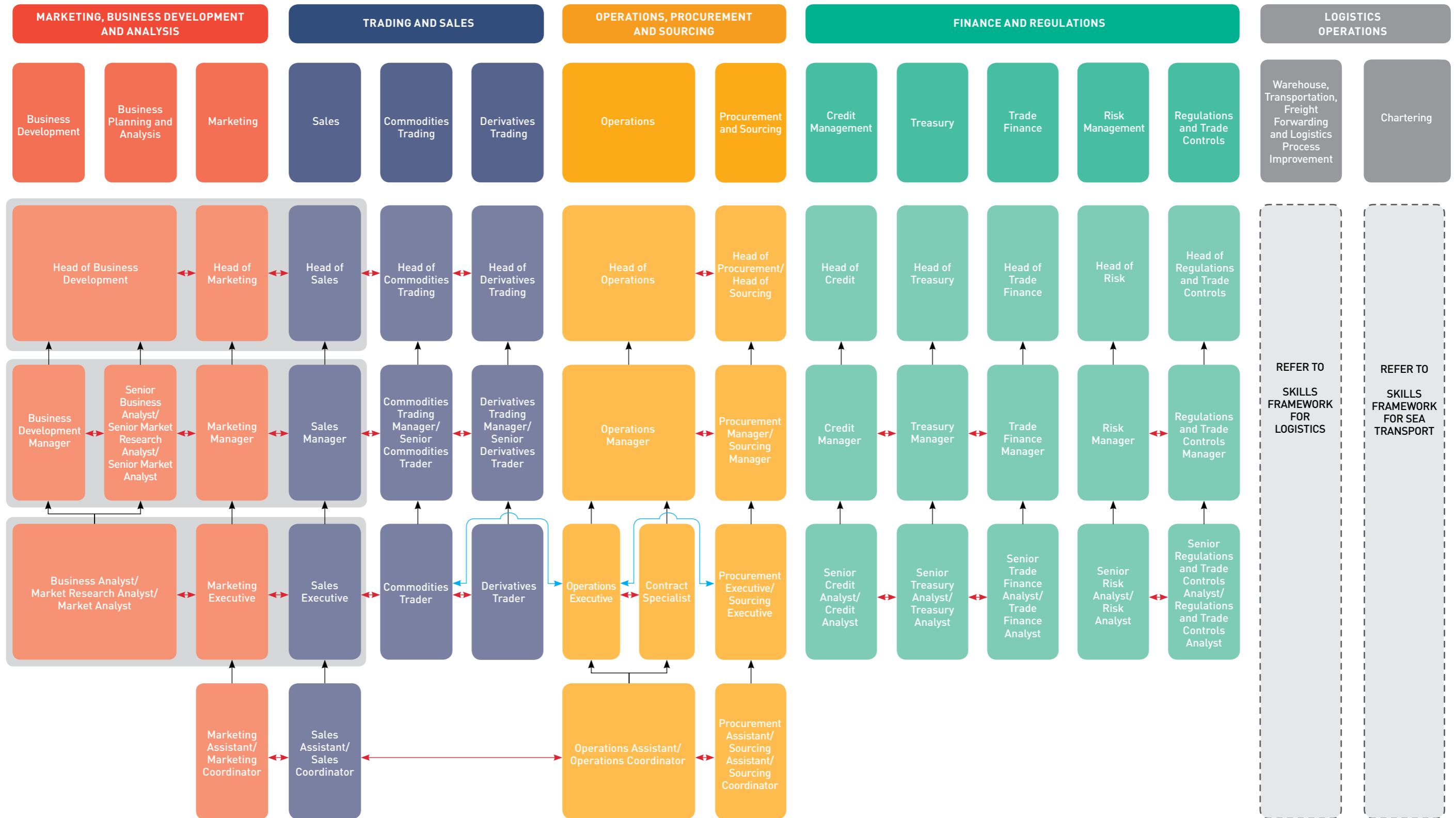
Occupation	Gross Wage	
	25th Percentile (\$)	75th Percentile (\$)
Business development executive	3,528	5,765
Market research analyst	5,388	14,781
Business development manager	6,601	12,150
Sales and marketing manager	5,400	10,375
Trade broker (including oil and bunker trader)	6,767	17,523
Commodities derivatives broker	6,054	18,559
Procurement/purchasing clerk	1,950	2,661
Operations officer (except transport operations)	3,222	5,104
Procurement/Purchasing manager	4,701	8,500
Supply and distribution/Logistics/Warehousing manager	4,802	10,002
Financial analyst (eg equities analyst, credit analyst, investment research analyst)	4,750	7,507
Compliance officer/Risk analyst (financial)	5,800	11,000
Budgeting and financial accounting manager (including financial controller)	6,110	13,289
Treasury manager	8,000	19,831
Chief operating officer/General Manager	10,000	22,500

Source: Occupational Wage Survey, Manpower Research & Statistics Department, Ministry of Manpower

Notes:

- 1) Data pertain to full-time local employees in private sector establishments each with at least 25 employees.
- 2) Monthly Gross Wage refers to the sum of the basic wage, overtime payments, commissions, allowances, and other regular cash payments. It is before deduction of employee CPF contributions and personal income tax and excludes employer CPF contributions, bonuses, stock options, other lump sum payments and payments-in-kind.
- 3) 25th Percentile Wage refers to the wage level which divides the bottom 25% of wage earners from the rest.
- 4) 75th Percentile Wage refers to the wage level which divides the top 25% of wage earners from the rest.

SKILLS FRAMEWORK FOR WHOLESALE TRADE Career Pathways



Legend:

- ↑ Vertical movements between job roles
- ↔ Lateral movements between job roles
- ↔ 1-1 lateral movement between job roles
- █ Cross-functional movement between job roles within colour band

The Career Map serves as a reference to reflect the available job roles and possible career pathways in the Wholesale Trade sector, which may vary depending on each organisation's structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as organisation needs.

SKILLS FRAMEWORK FOR WHOLESAL TRADE Career Pathways



Scan this QR code to find out more
about the Skills Framework for
Wholesale Trade

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