



Skills Framework for Tourism

A Guide to Occupations and Skills

An initiative of

SKILLSfuture

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The information in this publication serves as a guide for individuals, employers and training providers. SkillsFuture Singapore, Workforce Singapore, and the Singapore Tourism Board provide no warranty whatsoever about the contents of this document, and do not warrant that the courses of action mentioned in this document will secure employment, promotion, or monetary benefits.

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, Workforce Singapore and the Singapore Tourism Board, together with employers, industry associations, education and training providers and unions, the Skills Framework for Tourism 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.



Assess Career Interests



Prepare for Desired Jobs



Find Avenues to Close Skills Gaps



Renew, Upgrade and Deepen Skills

- 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

Tourism: Passion Made Possible



The tourism sector is one of Singapore's key service sectors and economic pillars, contributing to four percent of our nation's annual gross domestic product. The sector plays an essential role in reinforcing Singapore's status as a vibrant, global city that attracts talent, businesses, and capital.

Attractions, meetings, incentives, conferences and exhibitions (MICE), tours and travel services and hotel and accommodation services play vital roles in making Singapore an exciting travel destination. The tourism sector also enhances the quality and diversity of leisure options for local residents, and helps to create a living environment that Singaporeans can be proud to call home.

In 2017, the tourism sector achieved record highs in both international visitor arrivals and tourism receipts for the second time in two years - attracting 17.4 million visitors to our shores and spending an impressive \$26.8 billion.

However, as leisure and business travellers grow increasingly discerning about their choice destinations, professionals in the tourism sector will need to continue upgrading to keep the industry vibrant.

Tourism professionals and anyone aspiring for a career in tourism, have to acquire new skill sets and deepen their knowledge to meet the growing needs of the tourism sector. They also have to be given clarity on possible career pathways, and the skills and competencies required, for a fulfilling career in the tourism sector.

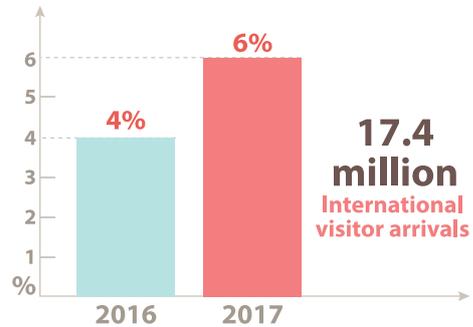
The Skills Framework for Tourism covers Attractions, MICE, and Tours and Travel Services sub-sectors, while the Skills Framework for Hotel and Accommodation Services covers the hotel sector.

Source: STB Tourism Sector Performance Q4 2017 Report

Key Statistics

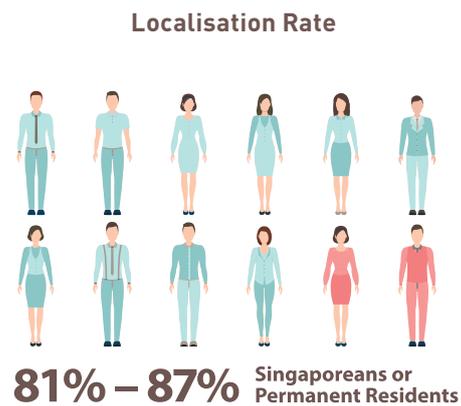
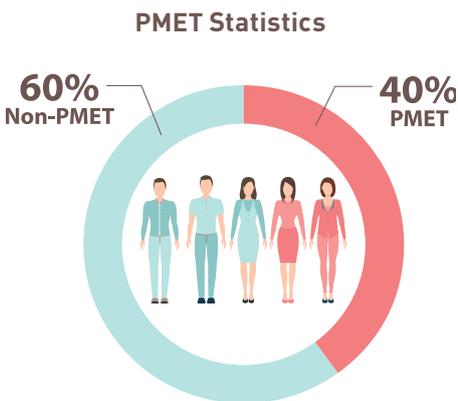


In 2017, tourism receipts grew year-on-year to reach **\$26.8 billion**, a **4% increase** over 2016.



In 2017, international visitor arrivals reached **17.4 million**, a **6% year-on-year increase** over 2016.

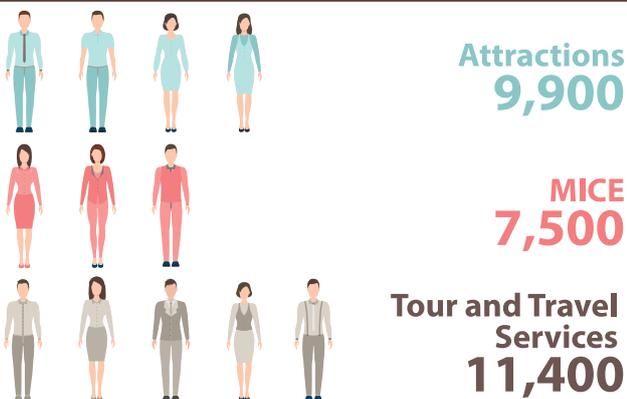
Manpower Profile¹



Employment Figures¹

By sub-sectors

No. of Employees (as of Dec 2017)²



1. Ernst & Young Manpower Study 2018 commissioned by STB

2. Administrative Records, Manpower Research and Statistics Department, MOM

Desired Attributes

A career in the tourism sector provides opportunities for individuals seeking rewarding and enriching careers. If you have the following attributes and enjoy working in a global, dynamic and people oriented sector, the tourism sector offers you excellent opportunities to develop your passion and grow your career.



Adaptable

Resilient with a positive attitude to take on exciting challenges in a fast-changing environment.



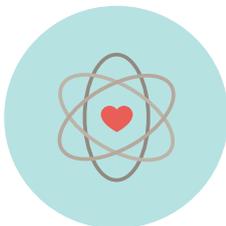
Detail-oriented

Strong organisational and multi-tasking skills, with an eye for detail.



Effective Communicator

Strong and effective communication skills to build good rapport with customers and partners. Ability to listen carefully to their needs so as to provide the extra personalised touch.



Passionate

Strong desire to continuously improve and stay up-to-date with industry trends and knowledge.



Professionalism

Confident and poised even when faced with a difficult situation. Demonstrate reliability and accountability at all times.



Service-oriented

Strong service mindset to create a positive experience for customers.



Team Player

Cooperative and able to work with a diverse workforce to achieve the common goal.

Skills in Demand

As the sector continues to transform, these are some examples of current and emerging skills that are in demand. Those seeking successful careers in the tourism sector can set themselves apart by acquiring these skills.

DATA ANALYTICS AND BIG DATA



Data analytics is about mining, cleansing and modelling data to yield useful insights, patterns and information to suggest conclusions or to support decision making. The digitisation of data and processes are creating huge data sets, and data analytics are applied to uncover market trends, customer preferences as well as behavioural and buying correlations.

SKILLS IN DEMAND

- Business Data Analysis
- Data Mining and Modelling
- Infographics and Data Visualisation
- Social Media Management

DIGITALISATION OF BUSINESS OPERATIONS



Digitalisation of business operations is about generating greater value by improving the collaboration among workers, raising productivity and making the environment more adaptable to change by adopting digital technologies and deploying new processes made possible by these technologies.

SKILLS IN DEMAND

- Digital Marketing
- Technology Scanning
- Internet of Things Management
- E-Commerce Campaign Management

CURATION OF BESPOKE CUSTOMER EXPERIENCE



Curation of bespoke customer experience is about creating a tailored, unique and immersive customer experience based on a deep understanding of the customer needs, preferences and aspirations.

SKILLS IN DEMAND

- Attractions Content and Experience Development and Delivery
- Meetings, Incentives, Conferences and Exhibitions (MICE) Content and Experience Development and Delivery
- Tour and Travel Services Content and Experience Development and Delivery
- Innovation Management
- Systems Thinking Application
- Manpower Planning

Take Your Career Further



FOR INDIVIDUALS

Education and Career Guidance

Education and Career Guidance (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 and networking sessions through the Workforce Singapore (WSG) Career Centres and the Employment and Employability Institute (e2i).

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 SkillsFuture Singapore-supported courses and at least 90% of programme cost for Ministry of Education (MOE)-subsidised full-time and part-time courses.

SkillsFuture Credit

This initiative aims to encourage individuals to take ownership of skills development and lifelong learning. All Singaporeans aged 25 and above will receive an opening credit of \$500 which will not expire.

SkillsFuture Study Awards

A monetary award of \$5,000 for adults in their early and mid-career to develop and deepen their skills in future growth clusters.

Singapore Tourism Board (STB) is the sector agency administering the SkillsFuture Study Awards for Tourism.

SkillsFuture Qualification Award

This award recognises the efforts of Singapore Citizens in attaining WSQ full qualifications, which equip them with comprehensive and robust sets of skills to perform their jobs competently, pursue career progression and explore new job opportunities.

MySkillsFuture

MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills.

It is an integrated platform for users to access resources related to jobs, education and skills training.

Initiatives and Schemes by:

- SkillsFuture Singapore

Take Your Career Further



FOR EMPLOYERS

SkillsFuture Employer Awards

A tripartite initiative that recognises employers who have made significant efforts in investing in their employees' skills development, and are strong advocates for SkillsFuture and building a lifelong learning culture in their workplace.

Capability Transfer Programme (CTP)

The initiative will complement existing capability development programmes to improve local-foreign workforce complementarity by facilitating the transfer of capabilities from foreign specialists to locals. Funding support for CTP can include salary support for local and foreign specialists, as well as Singaporean trainees on overseas attachments to acquire new capabilities.

WorkPro

WorkPro encourages employers to implement progressive employment practices to benefit Singaporeans through job redesign, age management practices and flexible work arrangements. Employers can get funding support to implement age management practices, redesign the workplace and processes to create easier, safer and smarter jobs for older workers, while promoting flexible work arrangements for all workers.

Business Improvement Fund (BIF)

The BIF aims to encourage technology innovation and adoption, redesign of business models and processes in the tourism sector to improve productivity and competitiveness. This includes projects that relate to human capital development. Through this, the BIF supports businesses in strengthening HR capabilities to attract, develop and retain talent.

Training Industry Professionals in Tourism (TIP-iT)

The TIP-iT scheme supports tourism companies in employee upgrading, as well as talent and leadership development.

This incentive is for training and course development to develop relevant and progressive skill sets that would enhance the capability and productivity of the tourism industry's workforce.

Initiatives and Schemes by:

- SkillsFuture Singapore
- Workforce Singapore
- Singapore Tourism Board

Take Your Career Further



FOR BOTH INDIVIDUALS AND EMPLOYERS

SkillsFuture Series

The SkillsFuture Series is a curated list of short, industry-relevant training programmes that focus on priority and emerging skills areas.

SkillsFuture for Digital Workplace

This programme is structured as a two-day training programme that will equip Singaporeans with basic digital skills required at the workplace and in their daily lives.

SkillsFuture Earn and Learn Programme (ELP)

The SkillsFuture ELP is a work-learn programme that gives fresh graduates from polytechnics and the Institute of Technical Education (ITE) a head-start in careers related to their discipline of study. It provides them with more opportunities, after graduation, to build on the skills and knowledge they acquired in school and better supports their transition into the workforce.

Career Matching Services

WSG's Careers Connect and NTUC's e2i centres offer an expanded suite of career matching services tailored to jobseekers' needs. Jobseekers can seek advice from professionals to guide them in their job search, as well as in their career planning and development. Employers can receive recruitment advice to uncover new talent and find the right people for their business needs.

Career Trial

The Career Trial aims to help unemployed Singaporean jobseekers gain experience through a short-term work trial to be assessed for employment paying \$1,500 or more and receive retention incentives. Eligible jobseekers who are employed after the Career Trial and stay on the job for six consecutive months can receive retention incentives of up to \$1,500.

Employers can assess jobseekers' job fit through a short-term work trial before offering employment paying \$1,500 or more to suitable Singapore Citizens. Eligible employers can also receive up to six months of salary support capped at \$5,400 when they hire eligible Singapore Citizens under the programme.

P-Max

Singaporeans or Singapore Permanent Residents can gain access to career opportunities with small and medium-sized enterprises (SMEs), and benefit from workshops and progressive HR practices designed to help them adapt to the working environment in an SME.

Initiatives and Schemes by:

- SkillsFuture Singapore
- Workforce Singapore

Take Your Career Further



FOR BOTH INDIVIDUALS AND EMPLOYERS

Career Support Programme (CSP)

The CSP helps Singapore Citizen Professionals, Managers, Executives and Technicians (PMETs), who are made redundant and/or unemployed and actively looking for jobs for six months or more, to take on new jobs paying \$3,600 or more with training.

Professional Conversion Programme (PCP)

The PCP is a placement programme that assists PMETs in reskilling to switch careers, and take on new jobs that are in demand and in industries with good career prospects.

MyCareersFuture.sg

MyCareersFuture.sg is the Government's job matching portal for jobseekers. The portal leverages skills-to-job matching technology to create and deliver a citizen-centric user experience that makes job search smarter and faster.

Jobseekers can also find jobs that qualify for funding support under the Adapt and Grow initiatives e.g. PCP, CSP, Career Trial and P-Max.

Initiatives and Schemes by:

- Workforce Singapore

For more information on the initiatives and schemes, please visit skillsfuture.sg/wsg.gov.sg/www.stb.gov.sg

Realise Your Potential - Take the Next Step Forward

Now that you have some idea of what a career in the tourism 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 Tourism to find out about careers in the sector



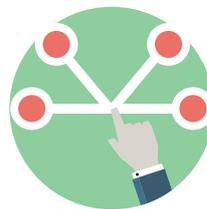
UNDERSTAND the career pathways and the attributes needed to take on a particular occupation in the sector



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 Tourism 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 skill gaps that you are lacking in your current or next job role

IDENTIFY relevant training programmes



TRAINING PROGRAMMES

Embark on your career in tourism

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

Tourism Career Tracks



Business Development, Sales, Sponsorships and Marketing

Individuals working in this track support the commercial needs of the business. For Business Development, they exist in all three sub-sectors, with Sales encompassing Event Sales. Sponsorships track is applicable to MICE sub-sector.



Attractions Management and Operations

Individuals working in this track support Attractions-related operations, including Content and Experience Development, and Nature and Wildlife-based job roles. The Nature and Wildlife-based job roles are unique to the Attractions sub-sector.



Event Management and Operations

Individuals working in this track support the development and execution of Events, with potential synergies between the Attractions and MICE sub-sectors. This track includes Product and Experience Development, Project Management and Event Operations.



Venue Management and Operations

Individuals working in this track support the development and execution of venues for events, including Venue Management and Venue Operations.



Travel Management and Operations

Individuals working in this track support the Tour and Travel Services-related operations, including Product and Experience Development, Tourist Guides and Travel Account.

Skills Map



BUSINESS DEVELOPMENT, SALES, SPONSORSHIPS AND MARKETING

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ATTRACTIONS MANAGEMENT AND OPERATIONS

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EVENT MANAGEMENT AND OPERATIONS

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VENUE MANAGEMENT AND OPERATIONS

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TRAVEL MANAGEMENT AND OPERATIONS

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Business Development, Sales, Sponsorships and Marketing

Business Development, Sales, Sponsorships and Marketing

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Marketing Executive	19
Sponsorship Executive	20
Sales Executive/Travel Consultant (Sales)	21
Marketing Manager	22
Sponsorship Manager	23
Business Development Manager	24
Sales Manager	25
Marketing Director	26
Sponsorship Director	27
Business Development Director	28
Sales Director	29
Chief Executive Officer/Managing Director/General Manager	100



Travel Specialist

Sales Executive/
Travel Consultant (Sales)

Adam Ang
Country Holidays Travel Pte Ltd

PASSION IS KEY

Adam Ang believes that being passionate about your job is essential for a successful career. After an initial attempt in a sector that neither interested nor excited him, he has found an area of work that makes him happy, proving that it is never too late to make a career switch.

He says, "I told my mum that I couldn't continue because this is not something that I am passionate about." Thereafter, he left his job to study abroad, which sparked off his interest in tourism. Up until then, travel was just a hobby, but he came to realise that it could also be his career. "Working hard for something we don't care about is called stress, but working hard for something we love... is passion," quips Adam.

As a Travel Specialist, Adam is responsible for designing luxury tour packages for clients, and making sure that his clients have a great time. As part of his work, Adam explores new destinations and remote places in Africa, Latin America, and the Himalayas, working closely with local partners in each specific country.

When asked what qualities are needed for this position, Adam reckons it is mainly a willingness to learn. He says, "The learning curve is steep as we are exploring new destinations every day. Having a positive attitude

"Working hard for something we don't care about is called stress, but working hard for something we love is called passion."

and keeping cheerful are also key attributes as each day brings new challenges, such as dealing with complicated issues involving clients, overseas suppliers and colleagues," he reflects. However, he thinks the effort is all worth it when clients return with great feedback, and not only become regular customers, but recommend his services to friends and family. For those who are considering this profession, Adam says, "Have an open mind and never give up!"

Adam has been in this profession for two and a half years now, and is keen to continue in the tourism sector. He hopes to become a sales manager one day. He also aspires to make a switch to marketing within the same sector. "The Skills Framework is a great tool for me to achieve my goals in upgrading and facilitating my skills management and behavioural skills, as it provides a clearly defined roadmap of skills needed for my career to progress in this sector."

Assistant Marketing Executive

JOB ROLE DESCRIPTION

The Assistant Marketing Executive assists in the execution of the organisation's branding and marketing efforts. He/She protects the organisation's brand image by ensuring organisational adherence to brand guidelines. He also supports promotional campaigns and marketing communication activities. Through the preparation and collation of data, he assists in market research and data analysis on brand awareness, market trends and target consumer landscape.

Driven and resourceful, he works closely with team members to execute and adjust marketing and communication activities through timely follow-up of information.

He is frequently in contact with advertising agencies and external suppliers. He also networks extensively outside of the office to stay in close contact with key industry stakeholders.

TECHNICAL SKILLS & COMPETENCIES			
Brand Campaign Management	Level 2	Marketing Communications Plan Development	Level 2
Brand Guideline Development	Level 2	Media Platforms Management	Level 2
Brand Portfolio Management	Level 2	Media Strategy Development	Level 2
Budgeting	Level 2	Social Media Management	Level 2
Content Writing and Editing	Level 2	Stakeholder Management	Level 2
Data Mining and Modelling	Level 2	Strategy Implementation	Level 2
Design Concepts Generation	Level 2	Technology Application	Level 2
Digital Marketing	Level 2	Technology Scanning	Level 2
E-Commerce Campaign Management	Level 2	Tourism and Economic Development	Level 2
Infographics and Data Visualisation	Level 2	Visual Collaterals Production	Level 2
Market Research	Level 2	Website Design	Level 2
Marketing Campaign Management	Level 2	Website Performance Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Interpersonal Skills	Basic
Teamwork	Basic	Computational Thinking	Basic
Digital Literacy	Basic		

Assistant Sponsorship Executive

JOB ROLE DESCRIPTION

The Assistant Sponsorship Executive is responsible for supporting the team in maintaining and fostering positive relationships with sponsors. He/She assists in all administrative aspects of the implementation, delivery and management of sponsorship benefits as agreed in the sponsorship agreements.

Well-organised and resourceful, he is meticulous and has excellent multi-tasking skills, being able to coordinate several tasks and activities at the same time. He exhibits initiative in dealing with any administrative requirements of new and existing sponsorship agreements and maintains and updates databases, filing systems and performs other general administrative roles.

He may need to travel frequently to maintain rapport with potential and existing sponsors. He works on a regular work-week from Mondays to Fridays, but occasionally works over evenings, weekends and/or public holidays in support of sponsored events, conferences and exhibitions.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Stakeholder Management	Level 2
Continuous Improvement Management	Level 2	Strategy Implementation	Level 2
Data Mining and Modelling	Level 2	Technology Application	Level 2
Market Research	Level 2	Technology Scanning	Level 2
Service Excellence	Level 2	Tourism and Economic Development	Level 2
Sponsorship Management	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Service Orientation	Intermediate
Interpersonal Skills	Basic	Teamwork	Basic
Sense Making	Basic		

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 marketing communication activities to promote the organisation's product and service offerings. He performs market research and data analytics on brand awareness, market trends and target consumer landscape.

Innovative and resourceful, he keeps informed of the company product and service offerings, market trends and industry events and activities. He leverages such knowledge to adjust and execute the marketing and communication plans.

He commutes frequently to maintain relationships with advertising agencies and external suppliers. He also networks extensively outside of the office to stay in close contact with key industry stakeholders.

TECHNICAL SKILLS & COMPETENCIES			
Brand Campaign Management	Level 3	Marketing Communications Plan Development	Level 3
Brand Guideline Development	Level 3	Media Platforms Management	Level 3
Brand Portfolio Management	Level 3	Media Strategy Development	Level 3
Budgeting	Level 3	Social Media Management	Level 3
Content Writing and Editing	Level 3	Stakeholder Management	Level 3
Data Mining and Modelling	Level 3	Strategy Implementation	Level 3
Design Concepts Generation	Level 3	Technology Application	Level 3
Digital Marketing	Level 3	Technology Scanning	Level 3
E-Commerce Campaign Management	Level 3	Tourism and Economic Development	Level 3
Infographics and Data Visualisation	Level 3	Visual Collaterals Production	Level 3
Market Research	Level 3	Website Design	Level 3
Marketing Campaign Management	Level 3	Website Performance Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Teamwork	Advanced
Creative Thinking	Intermediate	Interpersonal Skills	Intermediate
Digital Literacy	Intermediate		

Sponsorship Executive

JOB ROLE DESCRIPTION

The Sponsorship Executive is responsible for executing sponsorship agreements and ensuring the fulfilment of terms and conditions as per agreements. He/She engages sponsors to provide information and solutions to any issues that arise in the course of the relationships. He is responsible for analysing available data to identify gaps and areas of improvement for sponsorships.

Persuasive and resourceful, he facilitates communication between organisation and sponsors, managing the delivery and expectations of the sponsorship agreements. He is highly motivated and result-oriented, and is able to work well independently as well as in teams to achieve sponsorship goals and high sponsors' satisfaction. He also constantly seeks to maintain and explore enhancements in sponsorship relationships.

He travels frequently to maintain rapport with potential and existing clients, and networks extensively outside of the office to develop business relationships. He works on a regular work-week from Mondays to Fridays, but occasionally works over evenings, weekends and/or public holidays in support of sponsored events, conferences and exhibitions.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Sponsorship Management	Level 3
Business Data Analysis	Level 3	Stakeholder Management	Level 3
Continuous Improvement Management	Level 3	Strategy Implementation	Level 3
Data Mining and Modelling	Level 3	Systems Thinking Application	Level 3
Market Research	Level 3	Technology Application	Level 3
Proposal Writing	Level 3	Technology Scanning	Level 3
Service Excellence	Level 3	Tourism and Economic Development	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Service Orientation	Intermediate	Problem Solving	Intermediate
Communication	Intermediate	Sense Making	Intermediate
Interpersonal Skills	Intermediate		

Sales Executive/Travel Consultant (Sales)

JOB ROLE DESCRIPTION

The Sales Executive/Travel Consultant (Sales) is responsible for monitoring competitor landscape to support the development of sales strategies. He/She also supports the acquisition of sales through generation and follow-up of leads. Through customers' enquires and feedback, he analyses customer behaviour to support client acquisition and retention.

Innovative and resourceful, he keeps well-informed of the company's products and services. He leverages such knowledge to tailor solutions which meet clients' requirements. He also possesses strong communication and interpersonal skills to establish excellent rapport with clients to drive strong client retention.

He commutes extensively to maintain rapport with potential and existing clients and to close sales leads. He networks outside of the office to stay in close contact with industry stakeholders.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Proposal Writing	Level 3
Business Performance Management	Level 3	Sales Closure	Level 3
Contract Development and Management	Level 3	Sales Target Management	Level 3
Customer Acquisition Management	Level 3	Service Excellence	Level 3
Customer Behaviour Analysis	Level 3	Stakeholder Management	Level 3
Customer Loyalty and Retention Strategy Formulation	Level 3	Strategy Implementation	Level 3
Customer Relationship Management	Level 3	Technology Application	Level 3
Demand Analysis	Level 3	Technology Scanning	Level 3
Market Research	Level 3	Tourism and Economic Development	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Interpersonal Skills	Intermediate
Service Orientation	Intermediate	Problem Solving	Intermediate
Teamwork	Intermediate		

Marketing Manager

JOB ROLE DESCRIPTION

The Marketing Manager manages the execution of the organisation's branding and marketing efforts. This includes managing the organisation's brand image, marketing communications and promotional campaigns. He/She guides market research on brand awareness, market trends and target consumer landscape. He develops measures to leverage market research to enhance promotion of the organisation's product and service offerings.

Innovative and resourceful, he leverages data analytics and other forms of business intelligence to identify key market trends and major industry events and activities. He leverages on these information to develop successful marketing programmes and initiatives. He serves as a mentor to direct reports and provides tactical guidance on how to execute the marketing campaigns and programmes.

He commutes frequently to identify and develop key marketing opportunities, and networks extensively outside of the office to stay in close contact with key industry stakeholders.

TECHNICAL SKILLS & COMPETENCIES			
Brand Campaign Management	Level 4	Marketing Communications Plan Development	Level 4
Brand Guideline Development	Level 4	Media Platforms Management	Level 4
Brand Portfolio Management	Level 4	Media Strategy Development	Level 4
Budgeting	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Business Data Analysis	Level 4	Social Media Management	Level 4
Business Performance Management	Level 4	Stakeholder Management	Level 4
Content Writing and Editing	Level 4	Strategy Implementation	Level 4
Corporate Governance	Level 4	Strategy Planning	Level 4
Data Mining and Modelling	Level 4	Succession Planning	Level 4
Design Concepts Generation	Level 4	Technology Application	Level 4
Digital Marketing	Level 4	Technology Scanning	Level 4
E-Commerce Campaign Management	Level 4	Tourism and Economic Development	Level 4
Infographics and Data Visualisation	Level 4	Visual Collaterals Production	Level 4
Learning and Development	Level 4	Website Design	Level 4
Market Research	Level 4	Website Performance Management	Level 4
Marketing Campaign Management	Level 4		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Creative Thinking	Advanced	Digital Literacy	Advanced
Communication	Advanced	Global Mindset	Advanced
Developing People	Intermediate		

Sponsorship Manager

JOB ROLE DESCRIPTION

The Sponsorship Manager is responsible for driving the organisation's sponsorship strategies and the portfolio of sponsorship events. He/She identifies, prioritises and pursues prospective sponsors via targeted research within assigned markets. He works closely with internal teams to strategise partner and sponsor acquisition plans and is responsible for the account management of sponsors, serving as the point of contact between sponsors and the organisation.

Persuasive and resourceful, he manages partner and sponsor relations to ensure all needs are attended to and explore enhancement of sponsorship agreements.

He travels frequently to maintain rapport with potential and existing clients, and networks extensively outside of the office to develop business relationships. He works on a regular work-week from Mondays to Fridays, but occasionally works over evenings, weekends and/or public holidays in support of sponsored events, conferences and exhibitions.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Service Excellence	Level 4
Business Data Analysis	Level 4	Sponsorship Management	Level 4
Business Negotiation	Level 4	Stakeholder Management	Level 4
Continuous Improvement Management	Level 4	Strategy Implementation	Level 4
Corporate Governance	Level 4	Strategy Planning	Level 4
Learning and Development	Level 4	Succession Planning	Level 4
Market Research	Level 4	Systems Thinking Application	Level 4
Networking	Level 4	Technology Application	Level 4
Organisational Vision, Mission and Values Formulation	Level 4	Technology Scanning	Level 4
Productivity Improvement	Level 4	Tourism and Economic Development	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Service Orientation	Advanced
Global Mindset	Advanced	Decision Making	Intermediate
Sense Making	Intermediate		

Business Development Manager

JOB ROLE DESCRIPTION

The Business Development Manager is responsible for managing business development strategy implementation. He/She implements market expansion and new market plans for business growth. By engaging key internal stakeholders, he supports cross-functional collaboration for business development activities. He also performs data analysis on partnerships, Joint Ventures (JV) and Mergers and Acquisitions (M&A) to expand the market share of the organisation.

Independent and insightful, he possesses strong business acumen and is able to source for growth opportunities. He supports the proactive pursuit of growth opportunities by being aware of market trends, industry events, competitors' actions and clients' needs. He is also able to adapt strategies and plans to ensure success in a competitive and global market.

He travels frequently, maintains rapport with potential and existing clients, and networks extensively outside of the office to develop business relationships.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Networking	Level 4
Business Data Analysis	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Business Negotiation	Level 4	Resource Management	Level 4
Business Opportunities Development	Level 4	Stakeholder Management	Level 4
Business Performance Management	Level 4	Strategy Implementation	Level 4
Contract Development and Management	Level 4	Strategy Planning	Level 4
Corporate Governance	Level 4	Succession Planning	Level 4
Financial Planning and Analysis	Level 4	Technology Application	Level 4
Financial Management	Level 4	Technology Scanning	Level 4
Learning and Development	Level 4	Tourism and Economic Development	Level 4
Market Research	Level 4		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Leadership	Intermediate
Creative Thinking	Intermediate	Global Mindset	Intermediate
Problem Solving	Intermediate		

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 also recommends plans to expand sales channels and network. He supports lead generation and business negotiations to acquire sales for the organisation, and provides recommendations to customer service and relationship models to increase client acquisition and boost retention.

Innovative and resourceful, he demonstrates initiative in identifying new opportunities 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 commutes frequently to maintain rapport with potential and existing clients, and networks extensively outside of the office to stay in close contact with key industry stakeholders.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Market Research	Level 4
Business Data Analysis	Level 4	Networking	Level 4
Business Negotiation	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Business Performance Management	Level 4	Proposal Writing	Level 4
Contract Development and Management	Level 4	Resource Management	Level 4
Corporate Governance	Level 4	Sales Closure	Level 4
Customer Acquisition Management	Level 4	Sales Target Management	Level 4
Customer Behaviour Analysis	Level 4	Service Excellence	Level 4
Customer Loyalty and Retention Strategy Formulation	Level 4	Stakeholder Management	Level 4
Customer Relationship Management	Level 4	Strategy Implementation	Level 4
Demand Analysis	Level 4	Strategy Planning	Level 4
Financial Planning and Analysis	Level 4	Succession Planning	Level 4
Financial Management	Level 4	Technology Application	Level 4
Learning and Development	Level 4	Technology Scanning	Level 4
Manpower Planning	Level 4	Tourism and Economic Development	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Decision Making	Intermediate
Problem Solving	Intermediate	Interpersonal Skills	Advanced
Teamwork	Intermediate		

Marketing Director

JOB ROLE DESCRIPTION

The Marketing Director assumes overall responsibility for the organisation's branding and marketing efforts, including brand management, marketing strategies, marketing communications and promotional campaigns. As the leader of the marketing arm of the organisation, he/she manages the organisation's brand image while leading marketing campaigns and driving marketing communications. He also leads market research on the organisation's brand awareness, market trends and target consumer landscape. Through data gathered from market research, he effectively promotes the organisation's product and service offerings.

Innovative and forward-thinking, he keeps abreast of the market trends and major industry events and activities. He formulates commercial insights to effectively win in the marketplace with innovative marketing and communication programmes and initiatives. He serves as a mentor to direct reports and provides strategic guidance on the plans covering marketing within the organisation.

He commutes frequently to identify and develop key marketing opportunities and stays abreast of international trends in the tourism industry by attending key international events related to his work.

TECHNICAL SKILLS & COMPETENCIES			
Brand Campaign Management	Level 5	Market Research	Level 5
Brand Guideline Development	Level 5	Marketing Campaign Management	Level 5
Brand Portfolio Management	Level 5	Marketing Communications Plan Development	Level 5
Budgeting	Level 5	Media Strategy Development	Level 5
Business Data Analysis	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Business Performance Management	Level 5	Social Media Management	Level 5
Corporate Governance	Level 5	Stakeholder Management	Level 5
Digital Marketing	Level 5	Strategy Planning	Level 5
E-Commerce Campaign Management	Level 5	Succession Planning	Level 5
Employee and Labour Relations	Level 5	Technology Scanning	Level 5
Infographics and Data Visualisation	Level 5	Tourism and Economic Development	Level 5
Learning and Development	Level 5		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Leadership	Advanced	Decision Making	Advanced
Communication	Advanced	Problem Solving	Advanced
Creative Thinking	Advanced		

Sponsorship Director

JOB ROLE DESCRIPTION

The Sponsorship Director assumes overall responsibility for developing and managing organisation's sponsorship strategies. He/She is responsible for prospecting, building and providing leadership on all aspects of sponsorships so as to achieve revenue generation for Meetings, Incentives, Conferences and Exhibitions (MICE) events organised by the organisation. He secures new sponsorships and manages partner and sponsor relations to achieve financial and marketing goals.

Persuasive and resourceful, he possesses excellent relationship management skills. He develops and maintains partner and sponsor relationships, and has ultimate oversight on all contractual issues with sponsors. He is able to communicate well to close partnership agreements.

He travels frequently to maintain rapport with potential and existing sponsors, and networks extensively outside of the office to develop business relationships. He works occasionally over evenings, weekends and/or public holidays in support of sponsored events, conferences and exhibitions.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Productivity Improvement	Level 5
Business Data Analysis	Level 5	Service Excellence	Level 5
Business Negotiation	Level 5	Sponsorship Management	Level 5
Continuous Improvement Management	Level 5	Stakeholder Management	Level 5
Corporate Governance	Level 5	Strategy Planning	Level 5
Employee and Labour Relations	Level 5	Succession Planning	Level 5
Learning and Development	Level 5	Systems Thinking Application	Level 5
Market Research	Level 5	Technology Scanning	Level 5
Networking	Level 5	Tourism and Economic Development	Level 5
Organisational Vision, Mission and Values Formulation	Level 5		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Global Mindset	Advanced	Service Orientation	Advanced
Sense Making	Advanced	Decision Making	Advanced
Communication	Advanced		

Business Development Director

JOB ROLE DESCRIPTION

The Business Development Director assumes overall responsibility for leading all business development efforts within the organisation, including the development and implementation of business development strategies and activities. Through expansion of current businesses and exploration of new markets and opportunities, he/she spearheads business growth for the organisation. He also leads business development activities through cross-function collaborations. Through partnerships, Joint Ventures (JV) and Mergers and Acquisitions (M&A), he endeavours to grow and expand the market share of the organisation.

Assertive and insightful, he possesses strong business acumen and entrepreneurial instinct that enables him to source for growth opportunities. He keeps abreast of market trends, industry events, competitors' actions and clients' needs in order to be pro-active in pursuing growth opportunities. He is able to respond quickly to improve the effectiveness of current plans and programmes to ensure success in a competitive and global market place.

He travels frequently, maintains rapport with potential and existing clients, and networks extensively outside of the office to develop business relationships.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Market Research	Level 5
Business Data Analysis	Level 5	Networking	Level 5
Business Negotiation	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Business Opportunities Development	Level 5	Resource Management	Level 5
Business Performance Management	Level 5	Stakeholder Management	Level 5
Corporate Governance	Level 5	Strategy Planning	Level 5
Employee and Labour Relations	Level 5	Succession Planning	Level 5
Financial Management	Level 5	Technology Scanning	Level 5
Learning and Development	Level 5	Tourism and Economic Development	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Decision Making	Advanced
Creative Thinking	Advanced	Transdisciplinary Thinking	Advanced
Leadership	Advanced		

Sales Director

JOB ROLE DESCRIPTION

The Sales Director 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 network, and drives client relationships by leading contract and customer service management. Through analysis of client behaviour, he aims to increase client acquisition and boost retention.

Innovative and forward-thinking, he keeps abreast of the market trends and major industry events and activities to identify new opportunities and convert them into actual sales. He also serves as a mentor to the team and provides strategic guidance.

He commutes frequently to identify and develop key sales opportunities. He stays abreast of international trends in the tourism industry by attending key international events and conventions related to his work.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Learning and Development	Level 5
Business Data Analysis	Level 5	Manpower Planning	Level 5
Business Negotiation	Level 5	Market Research	Level 5
Business Performance Management	Level 5	Networking	Level 5
Contract Development and Management	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Corporate Governance	Level 5	Resource Management	Level 5
Customer Acquisition Management	Level 5	Sales Target Management	Level 5
Customer Behaviour Analysis	Level 5	Service Excellence	Level 5
Customer Loyalty and Retention Strategy Formulation	Level 5	Stakeholder Management	Level 5
Customer Relationship Management	Level 5	Strategy Planning	Level 5
Demand Analysis	Level 5	Succession Planning	Level 5
Employee and Labour Relations	Level 5	Technology Scanning	Level 5
Financial Management	Level 5	Tourism and Economic Development	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Problem Solving	Advanced
Developing People	Advanced	Resource Management	Advanced
Leadership	Advanced		

Attractions Management and Operations

Attractions Management and Operations

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Ticketing In-charge

Admission and Ticketing Crew

Vanessa See
Skyline Luge Sentosa Co. Pte Ltd

A STEP-BY-STEP PROCESS TO SUCCESS

Vanessa See's interest in a career in the tourism sector is now a reality thanks to her step-by-step approach, progressing from one level to the next by taking charge of her own career development. It is by taking this strategic approach that Vanessa believes will help her progress within the sector.

Vanessa first began her career with the Skyline Luge in 2015 as an intern, before taking on a part-time role. She was subsequently offered a full-time position and is currently in charge of ticketing and retail.

Skyline Luge's fun working environment gives her the opportunity to meet and interact with people from all over the world. As part of her job responsibilities, Vanessa has to react fast to resolve any issues that may arise to ensure work processes flow smoothly. On top of this, she needs to motivate staff to achieve their sales targets. Her role also requires a strong sense of responsibility, as well as the need for leadership skills. "Responsibility is very important because that's when we'll gain trust from superiors and colleagues. It is also important to have leadership skills, so you can then lead by example."

One of the challenges she faces is the language barrier in communicating with guests from other parts of the

"I am really happy that we can use the Skills Framework as a reference. It has definitely helped me improve my understanding of the tourism sector, the career opportunities I could pursue and the skills I need for advancement in my career."

world. She has found a way to overcome this by learning basic phrases and keywords in different languages, which enables her to explain the rides and provide a better experience. She advises those who are considering this profession to be patient when it comes to communication barriers.

Vanessa hopes to achieve more within the tourism sector and plans to take up more courses related to tourism and hospitality to help her achieve her goal of having better leadership skills. "I am really happy that we can use the Skills Framework as a reference. It has definitely helped me improve my understanding of the tourism sector, the career opportunities I could pursue, and the skills I need for advancement in my career. Emerging skills like Attractions content and experience development and delivery and Social media and management are very useful for me to stay focused on a rewarding career in tourism."

Vanessa thinks the Skills Framework is beneficial for those who plan to enter the tourism sector. She says, "The Skills Framework is not just beneficial for working adults but for students who are joining the workforce. It has a lot of different categories on how it can help you – on an individual or company level. It is especially essential for those who want to join the sector but know nothing about it."

Operations Crew

JOB ROLE DESCRIPTION

The Operations Crew is responsible for the operation of specific attractions or rides and ensures the safety of the visitors, guests or customers visiting the attractions or rides.

Service-oriented with excellent interpersonal skills, he/she enhances the enjoyment of his guests/visitors/customers by providing hands-on guidance on any queries raised which are specific to the attractions/rides. He is also knowledgeable on the first-level mechanical issues related to the attractions/rides and is able to report the issues to the relevant maintenance staff after conducting a first-level triage of any mechanical or operational concerns.

Able to work on a shift system, he is comfortable with working in an outdoor environment, be on his feet for long hours and maintains a flexible work-week including weekends, evenings and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Risk Management and Administration	Level 2
Attractions Guest Relations Management	Level 1	Service Excellence	Level 2
Attractions Ride and Equipment Maintenance	Level 1	Stakeholder Management	Level 2
Business Continuity Planning	Level 2	Strategy Implementation	Level 2
Business Performance Management	Level 2	Systems Thinking Application	Level 2
Crowd Control and Planning	Level 2	Technology Application	Level 2
Learning and Development	Level 2	Technology Scanning	Level 2
Productivity Improvement	Level 2	Tourism and Economic Development	Level 2
Resource Management	Level 2	Workplace Safety and Health Performance Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Problem Solving	Basic	Teamwork	Basic
Decision Making	Basic	Interpersonal Skills	Basic
Communication	Basic		

Admission and Ticketing Crew

JOB ROLE DESCRIPTION

The Admission and Ticketing Crew provides ticketing services to the general public, corporate customers and tour groups. He/She assists in the sale of tickets, performs cashiering duties including collection of sales proceeds and handles any general enquiries according to the admission and ticketing procedures and policies. He also works closely with the finance department to conduct the daily closing of accounts and assists his supervisor in the management of all ticketing-related issues.

Service-oriented with strong interpersonal skills, he serves as the first contact with visitors to the attractions sites and as the first-level responder to any customer or visitor queries with regards to the admissions, ticketing or membership issues. He maintains a high level of enthusiasm in his interactions with the customers and visitors. He has a high level of integrity due to the management of cash on a daily basis and is comfortable in interacting with visitors in more than one language.

Able to work on a shift system, he is comfortable with working in an outdoor environment, be on his feet for long hours and maintains a flexible work-week including weekends, evenings and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Risk Management and Administration	Level 2
Attractions Guest Relations Management	Level 1	Sales Closure	Level 2
Attractions Membership, Admission and Ticketing Management	Level 1	Service Excellence	Level 2
Business Continuity Planning	Level 2	Stakeholder Management	Level 2
Business Performance Management	Level 2	Strategy Implementation	Level 2
Crowd Control and Planning	Level 2	Systems Thinking Application	Level 2
Financial Planning and Analysis	Level 2	Technology Application	Level 2
Learning and Development	Level 2	Technology Scanning	Level 2
Productivity Improvement	Level 2	Tourism and Economic Development	Level 2
Resource Management	Level 2	Workplace Safety and Health Performance Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Interpersonal Skills	Intermediate
Decision Making	Basic	Problem Solving	Basic
Service Orientation	Intermediate		

Membership Crew

JOB ROLE DESCRIPTION

The Membership Crew assists in the execution of plans covering membership acquisition and member retention. He/She is involved in the sale of memberships and monitors the membership statistics in accordance with the parameters set by management, monitors the budgeting and forecasting of membership rates and conducts training for operations staff on membership-related issues.

Resourceful and service-oriented, he leverages his strong interpersonal and communication skills to answer queries from current and potential members regarding membership-related procedures and policies. He is also able to assist with any customer queries directed to him by his team members.

Able to work on a shift system, he is comfortable with working in an outdoor environment, be on his feet for long hours and maintains a flexible work-week including weekends, evenings and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Sales Closure	Level 2
Attractions Guest Relations Management	Level 1	Service Excellence	Level 2
Attractions Membership, Admission and Ticketing Management	Level 1	Stakeholder Management	Level 2
Business Continuity Planning	Level 2	Strategy Implementation	Level 2
Business Performance Management	Level 2	Systems Thinking Application	Level 2
Financial Planning and Analysis	Level 2	Technology Application	Level 2
Learning and Development	Level 2	Technology Scanning	Level 2
Productivity Improvement	Level 2	Tourism and Economic Development	Level 2
Resource Management	Level 2	Workplace Safety and Health Performance Management	Level 2
Risk Management and Administration	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Interpersonal Skills	Intermediate
Decision Making	Basic	Problem Solving	Basic
Service Orientation	Intermediate		

Guest Service Crew

JOB ROLE DESCRIPTION

The Guest Service Crew serves as the ambassador of the attraction sites, venues or zones, and addresses any guest, customer or visitor-related queries when they are within the premises of the attraction sites/venues/zones. He/She also caters for any guest-specific special needs and ensures the safety and security of guests during their stay on the premises.

Service-oriented with excellent interpersonal skills, he is comfortable dealing with a myriad of guest-related issues and has good knowledge of the operations procedures and policies within the sites/venues/zones. As the first-responder for all guest-related enquiries, he is able to direct these queries to the relevant operations staff if and when an escalation of the issues is required to his supervisors or superiors.

Able to work on a shift system, he is comfortable with working in an outdoor environment, be on his feet for long hours and maintains a flexible work-week including weekends, evenings and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Service Excellence	Level 2
Attractions Guest Relations Management	Level 2	Stakeholder Management	Level 2
Business Continuity Planning	Level 2	Strategy Implementation	Level 2
Business Performance Management	Level 2	Systems Thinking Application	Level 2
Crowd Control and Planning	Level 2	Technology Application	Level 2
Learning and Development	Level 2	Technology Scanning	Level 2
Productivity Improvement	Level 2	Tourism and Economic Development	Level 2
Resource Management	Level 2	Workplace Safety and Health Performance Management	Level 2
Risk Management and Administration	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Interpersonal Skills	Intermediate
Problem Solving	Basic	Teamwork	Intermediate
Service Orientation	Intermediate		

Guide

JOB ROLE DESCRIPTION

The Guide is the primary interface with the visitors, guests and customers experiencing the attractions or rides, and works closely with both the content and experience development department and operations crew to enhance the visitor experience as well as safety of the attractions or rides. He/She may be required to present or perform for attractions visitors.

Service-oriented with excellent interpersonal skills, he enhances the enjoyment of guests by confidently enacting narratives around the attractions themes and sub-themes. He also looks out for the safety of the visitors and checks for any hazards which may pose a danger to the visitors before, during and after the attractions/rides. He holds steadfast to safety standards if visitors contravene any safety issues. He monitors the queue statuses of the attractions/rides and ensures only visitors with the right tickets or credentials can embark onto the attractions/rides. He is also comfortable with communicating with visitors in more than one language.

Able to work on a shift system, he is comfortable with working in an outdoor environment and maintains a flexible work-week including weekends, evenings and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Risk Management and Administration	Level 2
Attractions Content and Experience Development and Delivery	Level 2	Service Excellence	Level 2
Attractions Guest Relations Management	Level 1	Stakeholder Management	Level 2
Attractions Transportation Operations	Level 1	Strategy Implementation	Level 2
Business Continuity Planning	Level 2	Systems Thinking Application	Level 2
Business Performance Management	Level 2	Technology Application	Level 2
Crowd Control and Planning	Level 2	Technology Scanning	Level 2
Learning and Development	Level 2	Tourism and Economic Development	Level 2
Productivity Improvement	Level 2	Workplace Safety and Health Performance Management	Level 2
Resource Management	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Teamwork	Intermediate
Interpersonal Skills	Intermediate	Creative Thinking	Intermediate
Service Orientation	Advanced		

Assistant Content and Experience Development Executive/ Assistant Curator

JOB ROLE DESCRIPTION

The Assistant Content and Experience Development Executive/Assistant Curator assists in creating, improving and maintaining content with the aim of delivering a meaningful and engaging experience for attractions visitors. He/She provides support for content and experience development activities as well as coordinates inter-departmental collaboration efforts.

Creative and resourceful, he participates in the development of engaging and informative content that effectively communicates exhibition and programme details to the organisation's target audience. He is also able to perform well, deliver under deadlines and leverage on existing communications and media technology to extend the influence and reach of the organisation. He possesses strong interpersonal and communication skills to work effectively with other content and experience development personnel as well as other team members across various departments.

He works on a regular work-week from Mondays to Fridays, but occasionally has to work over evenings, weekends and/or public holidays in support of ongoing exhibitions or meetings.

TECHNICAL SKILLS & COMPETENCIES			
Attractions Content and Experience Development and Delivery	Level 2	Resource Management	Level 2
Attractions Guest Relations Management	Level 1	Risk Management and Administration	Level 2
Budgeting	Level 2	Service Excellence	Level 2
Business Performance Management	Level 2	Stakeholder Management	Level 2
Content Writing and Editing	Level 2	Strategy Implementation	Level 2
Contract Development and Management	Level 2	Technology Application	Level 2
Financial Planning and Analysis	Level 2	Technology Scanning	Level 2
Innovation Management	Level 2	Tourism and Economic Development	Level 2
Market Research	Level 2	Volunteer Management	Level 1
Product, Content and Experience Performance Management	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Problem Solving	Intermediate
Creative Thinking	Basic	Resource Management	Basic
Digital Literacy	Basic		

Assistant Education and Programmes Executive

JOB ROLE DESCRIPTION

The Assistant Education and Programmes Executive supports the development and execution of educational programmes for a diverse group of audiences, ranging from senior executives to students and members of the public. These programmes are designed to broaden science, arts and/or cultural awareness and knowledge.

Proactive and resourceful, he/she is able to provide the necessary administrative and logistical support that the team requires in the development and execution of educational programmes.

He works in a flexible work-week as these educational programmes often occur through weekends and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Attractions Programme Development	Level 2	Risk Management and Administration	Level 2
Budgeting	Level 2	Service Excellence	Level 2
Business Data Analysis	Level 2	Stakeholder Management	Level 2
Business Performance Management	Level 2	Strategy Implementation	Level 2
Content Writing and Editing	Level 2	Technology Application	Level 2
Financial Planning and Analysis	Level 2	Technology Scanning	Level 2
Innovation Management	Level 2	Tourism and Economic Development	Level 2
Market Research	Level 2	Visual Collaterals Production	Level 2
Product, Content and Experience Performance Management	Level 2	Volunteer Management	Level 1
Resource Management	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Creative Thinking	Intermediate
Service Orientation	Intermediate	Digital Literacy	Intermediate
Teamwork	Basic		

Assistant Keeper/Assistant Aquarist

JOB ROLE DESCRIPTION

The Assistant Keeper/Assistant Aquarist assists in the care and management of wildlife within the organisation/attractions sites. This includes supporting the preparation of food to the wildlife, caring for ill animals, checking enclosures and cages for signs of wear or damage for animal, staff and visitor safety, and giving educational talks/tours to the visitors. He/She also assists in maintaining animal training behaviours and promoting conservation awareness through animal presentations.

Conscientious and responsible, he is attentive to the needs of the wildlife under his care, and leverages his strong observation skills to monitor and report the status of characteristics and behaviours of the wildlife under his care. He is able to work both independently and under direction.

He is physically fit and works in a shift system encompassing weekends and public holidays. Outside the working hours, he may be on a rota for call-outs. He often stays outdoors for long periods of time even through inclement weather, and may need a driving licence if he is working in a large zoo or safari park. He may also need a scuba-diving licence if working in an aquarium.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Knowledge Management	Level 2
Animal Conditioning and Enrichment	Level 2	Learning and Development	Level 2
Animal Habitat Management	Level 2	Risk Management and Administration	Level 2
Animal Husbandry and Nutrition	Level 2	Service Excellence	Level 2
Animal Transaction	Level 2	Stakeholder Management	Level 2
Attractions Guest Relations Management	Level 1	Strategy Implementation	Level 2
Attractions Programme Development	Level 2	Technology Application	Level 2
Business Continuity Planning	Level 2	Technology Scanning	Level 2
Crowd Control and Planning	Level 2	Workplace Safety and Health Performance Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Interpersonal Skills	Basic	Communication	Basic
Problem Solving	Intermediate	Decision Making	Basic
Resource Management	Basic		

Assistant Horticulturist

JOB ROLE DESCRIPTION

The Assistant Horticulturist assists in the care and cultivation of flora within the organisation/attractions sites. He/She assists in the maintenance of plant collections within the attractions sites. He also assists in conducting presentations to visitors concerning the plant life within the attractions sites and promotes the conservation of flora.

Meticulous and pro-active, he cares for the plants that fall within his areas of responsibility. He also leverages his strong observation skills to report on the health and characteristics of the plant life under his care, and is able to work well either independently or under direction.

He works on a rota to cover all periods including weekends and public holidays and also be on an on-call rota. He also performs physical labour. He often stays outdoors for long periods of time even through inclement weather, and may need a driving licence if he is working in a large park.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Risk Management and Administration	Level 2
Attractions Guest Relations Management	Level 1	Service Excellence	Level 2
Attractions Programme Development	Level 2	Stakeholder Management	Level 2
Business Continuity Planning	Level 2	Strategy Implementation	Level 2
Content Writing and Editing	Level 2	Technology Application	Level 2
Crowd Control and Planning	Level 2	Technology Scanning	Level 2
Horticulture Management	Level 2	Volunteer Management	Level 1
Knowledge Management	Level 2	Workplace Safety and Health Performance Management	Level 2
Learning and Development	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Interpersonal Skills	Intermediate	Teamwork	Basic
Leadership	Basic	Communication	Basic
Managing Diversity	Basic		

Attractions Operations Supervisor/ Attractions Operations Executive

JOB ROLE DESCRIPTION

The Attractions Operations Supervisor/Attractions Operations Executive supervises teams over the admissions and ticketing procedures and processes, membership engagement and retention strategies, guest services as well as attractions operations within the attraction sites or venues.

Resourceful and service-oriented, he/she has a thorough understanding of the utilities, mechanical and electrical maintenance requirements of all rides and equipment on the sites. He is also extensively familiar with attraction features. He is able to leverage his operational and tactical knowledge to provide hands-on guidance to his teams. Additionally, he leverages his strong interpersonal and communication skills to answer queries from customers or visitors with regards to the admissions, ticketing or membership policies and procedures. He is also able to guide his teams to identify and anticipate guest service needs. He facilitates the execution of drills for emergency response.

Able to work on a shift system, he is comfortable with working in an outdoor environment, be on his feet for long hours and maintains a flexible work-week including weekends, evenings and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 3	Manpower Planning	Level 3
Attractions Guest Relations Management	Level 2	Productivity Improvement	Level 3
Attractions Membership, Admission and Ticketing Management	Level 2	Resource Management	Level 3
Attractions Ride and Equipment Maintenance	Level 2	Risk Management and Administration	Level 3
Attractions Transportation Operations	Level 2	Service Excellence	Level 3
Budgeting	Level 3	Stakeholder Management	Level 3
Business Continuity Planning	Level 3	Strategy Implementation	Level 3
Business Data Analysis	Level 3	Systems Thinking Application	Level 3
Business Performance Management	Level 3	Technology Application	Level 3
Continuous Improvement Management	Level 3	Technology Scanning	Level 3
Crowd Control and Planning	Level 3	Tourism and Economic Development	Level 3
Learning and Development	Level 3	Vendor Management	Level 3
Financial Planning and Analysis	Level 3	Workplace Safety and Health Performance Management	Level 3
Internet of Things Management	Level 3		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Decision Making	Intermediate	Resource Management	Intermediate
Communication	Intermediate	Transdisciplinary Thinking	Basic
Managing Diversity	Intermediate		

Content and Experience Development Executive/Curator

JOB ROLE DESCRIPTION

The Content and Experience Development Executive/Curator supports the curation of content aimed at delivering a meaningful and engaging experience for attractions visitors. This includes content creation, content improvement through research and maintaining the validity of the content over time. He/She may work in the capacity of an attractions subject matter expert, conservator, registrar or designer. He collaborates with operations, marketing and communications as well as sales departments to support attractions set-up, execute attractions experience, develop collaterals, visitor guidebooks and other audio-visual materials to enhance visitor experience and increase visitorship.

Creative and resourceful, he develops engaging and informative content that effectively communicates exhibition and programme details to the organisation's target audience. He is also able to perform well, deliver under deadlines and leverage on existing communications and media technology to extend the influence and reach of the organisation. He possesses strong interpersonal and communication skills to work harmoniously and effectively in cross-functional teams. He also serves as a mentor to direct reports on content and experience development-related work within the organisation.

He works occasionally over evenings, weekends and/or public holidays in support of ongoing exhibitions or meetings.

TECHNICAL SKILLS & COMPETENCIES			
Attractions Content and Experience Development and Delivery	Level 3	Product, Content and Experience Performance Management	Level 3
Attractions Guest Relations Management	Level 2	Resource Management	Level 3
Budgeting	Level 3	Risk Management and Administration	Level 3
Business Performance Management	Level 3	Service Excellence	Level 3
Content Writing and Editing	Level 3	Stakeholder Management	Level 3
Contract Development and Management	Level 3	Strategy Implementation	Level 3
Financial Planning and Analysis	Level 3	Technology Application	Level 3
Innovation Management	Level 3	Technology Scanning	Level 3
Intellectual Property Management	Level 3	Tourism and Economic Development	Level 3
Market Research	Level 3	Volunteer Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Computational Thinking	Intermediate
Creative Thinking	Intermediate	Decision Making	Intermediate
Resource Management	Intermediate		

Education and Programmes Executive

JOB ROLE DESCRIPTION

The Education and Programmes Executive assumes responsibility for the conceptualisation and creation of educational programmes for a diverse group of audiences, ranging from senior executives to students and members of the public. These programmes are designed to broaden science, arts and/or cultural awareness and knowledge. He/She is also responsible for the management of budgets for these programmes, and manages work interactions with external vendors, contractors and suppliers in the development and execution of these programmes.

Creative and resourceful, he possesses strong organisational skills to coordinate with multiple stakeholders involved in the conceptualisation and creation of the educational programmes. He also serves as a mentor to direct reports and provides operational guidance on the development and execution of the educational programmes.

He works in a flexible work-week as these educational programmes often occur outside of working hours, including weekends and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Attractions Programme Development	Level 3	Risk Management and Administration	Level 3
Budgeting	Level 3	Service Excellence	Level 3
Business Data Analysis	Level 3	Stakeholder Management	Level 3
Business Performance Management	Level 3	Strategy Implementation	Level 3
Content Writing and Editing	Level 3	Technology Application	Level 3
Financial Planning and Analysis	Level 3	Technology Scanning	Level 3
Innovation Management	Level 3	Tourism and Economic Development	Level 3
Market Research	Level 3	Visual Collaterals Production	Level 3
Product, Content and Experience Performance Management	Level 3	Volunteer Management	Level 2
Resource Management	Level 3		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Global Mindset	Intermediate
Creative Thinking	Intermediate	Interpersonal Skills	Intermediate
Teamwork	Intermediate		

Keeper/Aquarist

JOB ROLE DESCRIPTION

The Keeper/Aquarist is responsible for the care and management of wildlife within the organisation/ attractions sites. This includes the preparation and feeding of food to the wildlife, caring for ill animals, checking enclosures and cages for signs of wear or damage for animal, staff and visitor safety, and giving educational talks/tours to the visitors. He/She also maintains animal training behaviours and promotes conservation awareness through his animal presentations.

Detail-oriented with a strong passion for animals, he is attentive to the needs of the wildlife under his care, and leverages his strong communication skills to communicate effectively with visitors on the characteristics and behaviours of the wildlife.

He is physically fit and works in a shift system encompassing weekends and public holidays. Outside the working hours, he may be on a rota for call-outs. He often stays outdoors for long periods of time even through inclement weather, and may need a driving licence if he is working in a large zoo or safari park. He may also need a scuba-diving licence if working in an aquarium.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 3	Knowledge Management	Level 3
Animal Conditioning and Enrichment	Level 3	Learning and Development	Level 3
Animal Habitat Management	Level 3	Risk Management and Administration	Level 3
Animal Husbandry and Nutrition	Level 3	Service Excellence	Level 3
Animal Transaction	Level 3	Stakeholder Management	Level 3
Attractions Guest Relations Management	Level 2	Strategy Implementation	Level 3
Attractions Programme Development	Level 3	Technology Application	Level 3
Business Continuity Planning	Level 3	Technology Scanning	Level 3
Crowd Control and Planning	Level 3	Workplace Safety and Health Performance Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Decision Making	Basic	Problem Solving	Intermediate
Developing People	Intermediate	Resource Management	Intermediate
Interpersonal Skills	Intermediate		

Horticulturist

JOB ROLE DESCRIPTION

The Horticulturist is responsible for the care and cultivation of flora within the organisation/attractions sites. He/She is responsible for maintaining established plantings and developing ecologically appropriate plant collections that will enhance the aesthetics and diversity of plants represented within the attractions sites. He manages the development and implementation of new or upgrading of exhibits and the budget. He also conducts presentations to visitors concerning the plant life within the attractions sites and promotes the conservation of flora.

Detail-oriented with a strong passion for horticulture, he is meticulous in his care of the plants he is responsible for. He also leverages his strong communication skills to effectively engage visitors on the characteristics of the plant life under his care, and is able to work well either independently or under direction.

He works on a rota to cover all periods including weekends and public holidays and also be on an on-call rota. He is also willing to perform physical labour. He often stays outdoors for long periods of time even through inclement weather, and may need a driving licence if he is working in a large park.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 3	Learning and Development	Level 3
Attractions Guest Relations Management	Level 2	Risk Management and Administration	Level 3
Attractions Programme Development	Level 3	Service Excellence	Level 3
Business Continuity Planning	Level 3	Stakeholder Management	Level 3
Content Writing and Editing	Level 3	Strategy Implementation	Level 3
Contract Development and Management	Level 3	Technology Application	Level 3
Crowd Control and Planning	Level 3	Technology Scanning	Level 3
Horticulture Management	Level 3	Volunteer Management	Level 2
Knowledge Management	Level 3	Workplace Safety and Health Performance Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Developing People	Basic	Managing Diversity	Intermediate
Interpersonal Skills	Advanced	Teamwork	Intermediate
Leadership	Intermediate		

Attractions Operations Manager

JOB ROLE DESCRIPTION

The Attractions Operations Manager oversees the organisation's daily operations for sites, venues or zones, ensuring smooth and profitable operations through a combination of sound financial, people and resource management. This includes all activities related to the attractions within the sites, including the safety, maintenance and repairs of all rides, attractions, water features, buildings, animation and special effects in compliance with the relevant policies, procedures, regulations and legislation.

Resourceful and detail-oriented, he/she has a thorough understanding of the utilities, mechanical and electrical maintenance requirements of all rides and equipment on the sites. He has to be proficient in managing and analysing local data. He is able to leverage his operational and tactical knowledge to provide hands-on guidance to his teams, and serves as a mentor to direct reports on the running of operations on site. He possesses a strong service mindset and is able to guide his teams to anticipate customer needs. He also develops and maintains emergency response protocols for his areas of responsibilities.

Due to the operational and hands-on nature of his work, he maintains a flexible schedule, including evenings, weekends and public holidays, to provide on-site leadership to his teams where required.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 4	Merchandise Buying	Level 4
Attractions Guest Relations Management	Level 3	Merchandise Performance Analysis	Level 4
Attractions Membership, Admission and Ticketing Management	Level 3	Organisational Vision, Mission and Values Formulation	Level 4
Attractions Ride and Equipment Maintenance	Level 3	Productivity Improvement	Level 4
Attractions Transportation Operations	Level 3	Resource Management	Level 4
Budgeting	Level 4	Risk Management and Administration	Level 4
Business Continuity Planning	Level 4	Service Excellence	Level 4
Business Data Analysis	Level 4	Stakeholder Management	Level 4
Business Performance Management	Level 4	Strategy Implementation	Level 4
Continuous Improvement Management	Level 4	Strategy Planning	Level 4
Corporate Governance	Level 4	Succession Planning	Level 4
Crowd Control and Planning	Level 4	Systems Thinking Application	Level 4
Financial Planning and Analysis	Level 4	Technology Application	Level 4
Financial Management	Level 4	Technology Scanning	Level 4
Internet of Things Management	Level 4	Tourism and Economic Development	Level 4
Learning and Development	Level 4	Vendor Management	Level 4
Manpower Planning	Level 4	Workplace Safety and Health Performance Management	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Transdisciplinary Thinking	Intermediate
Decision Making	Advanced	Developing People	Advanced
Resource Management	Advanced		

Head of Content and Experience Development/ Senior Curator

JOB ROLE DESCRIPTION

The Head of Content and Experience Development/Senior Curator is responsible for overseeing the curation of content aimed at delivering meaningful and engaging experience for attractions visitors. This includes determining research direction and objectives as well as designing the attractions exhibition themes. He/She may work in the capacity of an attractions subject matter expert, conservator, registrar or designer. He collaborates with operations, marketing and communications as well as sales teams to conceptualise attractions set-up, execute attractions experience, develop collaterals, visitor guidebooks and other audio-visual materials to enhance visitor experience and increase visitorship.

Driven and creative, he develops engaging and informative content that effectively communicates exhibition and/or programme details to the organisation's target audience. He is also able to perform well and deliver under deadlines. He leverages on existing communications and media technology to extend the influence and reach of the organisation. He possesses strong interpersonal and communication skills to effectively manage key stakeholders and to lead his team effectively. He also serves as a mentor to direct reports on all strategic, operational and tactical aspects of content and experience development-related work within the organisation.

He works occasionally over evenings, weekends and/or public holidays in support of ongoing exhibitions or meetings.

TECHNICAL SKILLS & COMPETENCIES			
Attractions Content and Experience Development and Delivery	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Attractions Guest Relations Management	Level 3	Product, Content and Experience Performance Management	Level 4
Budgeting	Level 4	Resource Management	Level 4
Business Performance Management	Level 4	Risk Management and Administration	Level 4
Content Writing and Editing	Level 4	Service Excellence	Level 4
Contract Development and Management	Level 4	Stakeholder Management	Level 4
Corporate Governance	Level 4	Strategy Implementation	Level 4
Financial Planning and Analysis	Level 4	Strategy Planning	Level 4
Financial Management	Level 4	Succession Planning	Level 4
Innovation Management	Level 4	Technology Application	Level 4
Intellectual Property Management	Level 4	Technology Scanning	Level 4
Learning and Development	Level 4	Tourism and Economic Development	Level 4
Manpower Planning	Level 4	Volunteer Management	Level 3
Market Research	Level 4		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Global Mindset	Advanced
Creative Thinking	Advanced	Service Orientation	Advanced
Leadership	Advanced		

Head of Education and Programmes

JOB ROLE DESCRIPTION

The Head of Education and Programmes oversees the delivery of educational programmes for a diverse group of audiences, ranging from senior executives to students and members of the public. These programmes are designed to broaden science, arts and/or cultural awareness and knowledge. He/She is also responsible for the management of budgets for these programmes, and leads the negotiation with external vendors, contractors and suppliers in the development and execution of these programmes.

Innovative and insightful, he displays creativity and strong communication skills in bringing educational programmes to life for his audiences. He is adept in building and maintaining relationships with multiple stakeholders involved in the development and execution of the educational programmes. He also serves as a mentor to direct reports, and provides operational guidance to them on the development and execution of the educational programmes.

He works in a flexible work-week as these educational programmes often occur through weekends and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Attractions Programme Development	Level 4	Product, Content and Experience Performance Management	Level 4
Budgeting	Level 4	Resource Management	Level 4
Business Data Analysis	Level 4	Risk Management and Administration	Level 4
Business Performance Management	Level 4	Service Excellence	Level 4
Content Writing and Editing	Level 4	Stakeholder Management	Level 4
Corporate Governance	Level 4	Strategy Implementation	Level 4
Financial Planning and Analysis	Level 4	Strategy Planning	Level 4
Financial Management	Level 4	Succession Planning	Level 4
Innovation Management	Level 4	Technology Application	Level 4
Learning and Development	Level 4	Technology Scanning	Level 4
Market Research	Level 4	Tourism and Economic Development	Level 4
Manpower Planning	Level 4	Visual Collaterals Production	Level 4
Organisational Vision, Mission and Values Formulation	Level 4	Volunteer Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Teamwork	Advanced
Creative Thinking	Advanced	Decision Making	Advanced
Global Mindset	Advanced		

Head Keeper/Head Aquarist

JOB ROLE DESCRIPTION

The Head Keeper/Head Aquarist oversees the care and management of wildlife within the organisation/ attractions sites. He/She assumes responsibility for the living conditions of the wildlife on-site, determines the type of enclosures to be used for each type of wildlife and ensures the smooth running of the enclosures. He is also responsible for the training and behavioural conditioning of wildlife as well as the transport and acclimatisation of animal specimens. He supervises the acquisition and disposition of wildlife and provides the wildlife under his care with a comfortable and healthy lifestyle. He also oversees the training of staff, volunteers and interns, and oversees team projects covering all aspects of wildlife care within the organisation. Additionally, he works with education and programmes department to develop and execute visitor education programmes about wildlife and their natural habitats. He may be required to guide animal show presenters on animal handling and training.

Detail-oriented with a strong passion for animals, he is attentive to the needs of the wildlife under his care, and leverages his strong interpersonal skills to manage his team effectively. He serves as a mentor to direct reports on all aspects of zoo- and aquarium-keeping within the organisation.

He works on a rota to cover all periods including weekends and public holidays and also be on an on-call rota. He often stays outdoors for long periods of time even through inclement weather, and may need a driving licence if he is working in a large zoo or safari park. He may also need a scuba-diving licence if working in an aquarium.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 4	Manpower Planning	Level 4
Animal Conditioning and Enrichment	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Animal Habitat Management	Level 4	Risk Management and Administration	Level 4
Animal Husbandry and Nutrition	Level 4	Service Excellence	Level 4
Animal Transaction	Level 4	Stakeholder Management	Level 4
Attractions Guest Relations Management	Level 3	Strategy Implementation	Level 4
Attractions Programme Development	Level 4	Strategy Planning	Level 4
Business Continuity Planning	Level 4	Succession Planning	Level 4
Corporate Governance	Level 4	Technology Application	Level 4
Crowd Control and Planning	Level 4	Technology Scanning	Level 4
Knowledge Management	Level 4	Workplace Safety and Health Performance Management	Level 4
Learning and Development	Level 4		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Decision Making	Intermediate	Problem Solving	Advanced
Developing People	Advanced	Resource Management	Advanced
Interpersonal Skills	Advanced		

Head Horticulturist

JOB ROLE DESCRIPTION

The Head Horticulturist oversees the care and cultivation of flora within the organisation/attractions sites. He/She provides direction for the creation, development and maintenance of plants, trees and landscape exhibits. This includes infrastructure upgrading, new attractions and qualitative improvements to exhibits. He also forecasts and manages his budgets. He works with education and programmes department to develop visitor education programmes about plants, their habitats and the ecological system. In addition, he oversees the training of staff, volunteers and interns, and oversees team projects covering all aspects of horticulture within the organisation.

Innovative with a strong passion for horticulture, he is able to go beyond ordinary horticulture maintenance and attentively cultivates the plants under his care. He is able to adapt his horticulture practices to a wide variety of plantings. He also leverages his strong interpersonal skills to manage his horticulture team effectively. He oversees the conduct of research into leading horticulture practices, and serves as a mentor to direct reports on all aspects of plant care within the organisation.

He works on a rota to cover all periods including weekends and public holidays and also be on an on-call rota. He is also willing to perform physical labour. He often stays outdoors for long periods of time even through inclement weather, and may need a driving licence if he is working in a large park.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Attractions Guest Relations Management	Level 3	Risk Management and Administration	Level 4
Attractions Programme Development	Level 4	Service Excellence	Level 4
Business Continuity Planning	Level 4	Stakeholder Management	Level 4
Content Writing and Editing	Level 4	Strategy Implementation	Level 4
Contract Development and Management	Level 4	Strategy Planning	Level 4
Corporate Governance	Level 4	Succession Planning	Level 4
Crowd Control and Planning	Level 4	Technology Application	Level 4
Horticulture Management	Level 4	Technology Scanning	Level 4
Knowledge Management	Level 4	Volunteer Management	Level 3
Learning and Development	Level 4	Workplace Safety and Health Performance Management	Level 4
Manpower Planning	Level 4		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Developing People	Intermediate	Managing Diversity	Advanced
Interpersonal Skills	Advanced	Teamwork	Advanced
Leadership	Intermediate		

Attractions Operations Director

JOB ROLE DESCRIPTION

The Attractions Operations Director assumes overall responsibility for the organisation’s daily operations, ensuring smooth and profitable operations through a combination of sound financial, people and resource management across multiple operational sites and localities. As the leader of the operations arm of the organisation, he/she sets the strategies and plans to achieve these goals and objectives, and maps out the key performance indicators of the operations which are monitored and managed by his operations department. His purview of operations extends from main attractions operations to fringe operations such as facility management, merchandising as well as food and retail services.

Resourceful and detail-oriented, he has strong multi-tasking skills and is able to maintain focus on key operational aspects of the multiple sites and parks he oversees, while providing hands-on leadership to his teams where required. He leverages his collaborative nature to deal with other departments effectively, and also possesses strong communication and interpersonal skills to manage emergencies and/or escalated customer complaints or enquiries. Experienced in managing multiple operations, he also serves as a mentor to direct reports, and provides strategic guidance on the plans covering all operational aspects within the organisation.

He commutes frequently to visit the operations sites to maintain his presence and provide on-site guidance to his teams, and maintains a flexible schedule, including evenings, weekends and public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 5	Merchandise Performance Analysis	Level 5
Budgeting	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Business Data Analysis	Level 5	Productivity Improvement	Level 5
Business Continuity Planning	Level 5	Resource Management	Level 5
Business Performance Management	Level 5	Risk Management and Administration	Level 5
Business Planning	Level 5	Service Excellence	Level 5
Continuous Improvement Management	Level 5	Stakeholder Management	Level 5
Corporate Governance	Level 5	Strategy Planning	Level 5
Employee and Labour Relations	Level 5	Succession Planning	Level 5
Financial Management	Level 5	Systems Thinking Application	Level 5
Internet of Things Management	Level 5	Technology Scanning	Level 5
Learning and Development	Level 5	Tourism and Economic Development	Level 5
Manpower Planning	Level 5	Vendor Management	Level 5
Merchandise Buying	Level 5	Workplace Safety and Health Performance Management	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Transdisciplinary Thinking	Advanced
Decision Making	Advanced	Developing People	Advanced
Resource Management	Advanced		

Event Management and Operations

Event Management and Operations

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Director, PCO, Institutional Division

Conference Director

Zarina Othman
MCI Group Asia Pacific

SHOOTING FOR THE STARS

After Zarina Othman obtained her Degree in Molecular Biology, she realised that the field she wanted to work in was not what she studied for. She wanted to engage with people in a fast-paced, dynamic industry that would feed her energetic personality. Trusting her instincts, Zarina entered the meetings, incentives travel, conventions and exhibitions (MICE) industry and has not looked back since.

Fast forward 15 years, Zarina is now at the top of her career as one of the youngest directors at MCI, a global MICE company. She is also among the youngest Executive Committee members in the Singapore Association of Convention & Exhibition Organisers & Supplies (SACEOS), where she has just been re-elected as Vice President.

In her role, Zarina believes that being able to think on your feet is the most crucial aspect of seeing through a project successfully. "I think planning the event is important, but being able to solve problems when they arise is just as crucial. You need to be able to take your plans and put them in motion in an effective manner."

The other challenging aspect of her job is the unpredictability of human behaviour. For example, with the client's changing moods or with unexpected issues with guests attending the event. However, she believes

"I hope to help my team members to leverage on the Skills Framework since it gives them the opportunity to be exposed to different parts of the business, which is crucial for holistically learning all the relevant skills we need to be successful in this career."

that with excellent planning and problem-solving skills, any problem that arises can be managed.

For anyone looking to enter the MICE sub-sector, Zarina advises that the ability to multi-task, being versatile and having general knowledge about the world, as well as how businesses are run in industries are essential traits. One should also be dynamic, a problem-solver and have the ability to stay calm in times of stress. She describes this type of person as being a master of all trades.

In regards to her achievements so far, Zarina reflects, "I feel that I have reached a certain point in my life, in my career, where I didn't expect to reach so soon." She now aspires to reach a global role, perhaps in a large-scale multinational corporation.

She believes the Skills Framework provides the opportunity for anyone wanting to reach their goals and not be limited to their current roles. Speaking from her own experience in expanding from one area of expertise to another, she says, "I hope to help my team members leverage on the Skills Framework since it gives them the opportunity to be exposed to different parts of the business, which is crucial for holistically learning all the relevant skills we need to be successful in this career."

Assistant Research Executive

JOB ROLE DESCRIPTION

The Assistant Research Executive is responsible for collection and consolidation of data and market insights. He/She prepares the reports for presentation of results to the organisation's management and clients. He independently executes the data collection and analysis process, and develops preliminary insights of the trends and statistics within the industry.

Analytical and logical, he is able to derive and assign meanings to abstract data. He possesses strong organisational skills and works closely with internal stakeholders to prepare data-driven reports and presentations for management and clients.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Product, Content and Experience Performance Management	Level 2
Business Data Analysis	Level 2	Proposal Writing	Level 2
Data Mining and Modelling	Level 2	Stakeholder Management	Level 2
Financial Planning and Analysis	Level 2	Strategy Implementation	Level 2
Innovation Management	Level 2	Technology Application	Level 2
Market Research	Level 2	Technology Scanning	Level 2
Meetings, Incentives, Conferences and Exhibitions (MICE) Content and Experience Development and Delivery	Level 2	Tourism and Economic Development	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Digital Literacy	Intermediate
Computational Thinking	Intermediate	Global Mindset	Basic
Creative Thinking	Basic		

Assistant Event Executive/ Assistant Project Executive

JOB ROLE DESCRIPTION

The Assistant Event Executive/Assistant Project Executive assists in the development of the event programmes and proposals and supports the delivery of the project plans. He/She is responsible for coordinating the project requirements detailed in the project plan, including lending support to manage delegates and ensuring a positive event experience.

Well-organised and resourceful, he is meticulous and has excellent multi-tasking skills. He is able to handle the execution of multiple activities required by the project plans concurrently while working with the operations department. He is also able to make independent incremental improvements on the steps to execute project plans to enhance efficiency.

He may be required to work irregular hours depending on the nature and schedules of the events. Frequent travels between office and event sites can also be expected to execute the events.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Proposal Writing	Level 2
Business Continuity Planning	Level 2	Resource Management	Level 2
Continuous Improvement Management	Level 2	Service Excellence	Level 2
Crowd Control and Planning	Level 2	Stakeholder Management	Level 2
Events Planning and Management	Level 2	Strategy Implementation	Level 2
Market Research	Level 2	Systems Thinking Application	Level 2
Productivity Improvement	Level 2	Technology Application	Level 2
Project Administration	Level 2	Technology Scanning	Level 2
Project Feasibility Assessment	Level 3	Tourism and Economic Development	Level 2
Project Management	Level 2	Vendor Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Service Orientation	Basic
Teamwork	Basic	Creative Thinking	Basic
Interpersonal Skills	Intermediate		

Assistant Event Operations Executive

JOB ROLE DESCRIPTION

The Assistant Event Operations Executive supports the performance and execution of events. He/She is responsible for event logistics which amongst other things include providing administrative support, on-site coordination and site inspections.

Meticulous and resourceful, he possesses strong problem-solving and multi-tasking skills and is required to work as a team to execute events.

He works in a flexible workweek, including weekends, evenings, and public holidays, and is comfortable working in both indoor and outdoor environment depending on the nature and requirements of the events.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 2	Resource Management	Level 2
Budgeting	Level 2	Risk Management and Administration	Level 2
Business Continuity Planning	Level 2	Service Excellence	Level 2
Contract Development and Management	Level 2	Stakeholder Management	Level 2
Crowd Control and Planning	Level 2	Strategy Implementation	Level 2
Delegate and Participant Management	Level 2	Systems Thinking Application	Level 2
Events Planning and Management	Level 2	Technology Application	Level 2
Market Research	Level 2	Technology Scanning	Level 2
Productivity Improvement	Level 2	Tourism and Economic Development	Level 2
Project Administration	Level 2	Vendor Management	Level 2
Project Feasibility Assessment	Level 3	Volunteer Management	Level 1
Project Management	Level 2	Workplace Safety and Health Performance Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Problem Solving	Basic
Teamwork	Basic	Service Orientation	Basic
Interpersonal Skills	Basic		

Research Executive

JOB ROLE DESCRIPTION

The Research Executive is responsible for analysing and presenting market insights and trends for the purpose of product and experience development. He/She plans and coordinates the research and development activities, develops robust methodologies to gather and process data that provides insights into emerging industry and facilitates knowledge sharing. He is responsible for overseeing the robustness and integrity of the data and information collection processes and for ensuring that programme contents are in line with the market-driven insights.

Analytical and logical, he is highly proficient in the development and utilisation of research methods. He works with both internal and external stakeholders in directing and executing research and development activities, and is able to effectively communicate and break down complex data to relevant stakeholders.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Product, Content and Experience Performance Management	Level 3
Business Data Analysis	Level 3	Proposal Writing	Level 3
Data Mining and Modelling	Level 3	Stakeholder Management	Level 3
Financial Planning and Analysis	Level 3	Strategy Implementation	Level 3
Innovation Management	Level 3	Systems Thinking Application	Level 3
Intellectual Property Management	Level 3	Technology Application	Level 3
Internet of Things Management	Level 3	Technology Scanning	Level 3
Market Research	Level 3	Tourism and Economic Development	Level 3
Meetings, Incentives, Conferences and Exhibitions (MICE) Content and Experience Development and Delivery	Level 3		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Global Mindset	Basic
Creative Thinking	Intermediate	Interpersonal Skills	Basic
Digital Literacy	Intermediate		

Event Executive/Project Executive

JOB ROLE DESCRIPTION

The Event Executive/Project Executive supports development of the event programmes and assists in the planning and execution of the project plans. This would include the delegate management plans which detail what delegates will experience during the events. He/She provides regular status updates on the project plans to all event stakeholders.

Well-organised and resourceful, he is meticulous and has excellent multi-tasking skills. He is able to organise all details of the projects into a coherent and efficient project plan for execution by the operations department. He is also able to make snap decisions to mitigate any issues arising from the execution of the project plans.

He may be required to work irregular hours depending on the nature and schedules of the events. Frequent travels between office and event sites can also be expected to execute the events.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Proposal Writing	Level 3
Business Continuity Planning	Level 3	Resource Management	Level 3
Continuous Improvement Management	Level 3	Service Excellence	Level 3
Crowd Control and Planning	Level 3	Stakeholder Management	Level 3
Events Planning and Management	Level 3	Strategy Implementation	Level 3
Market Research	Level 3	Systems Thinking Application	Level 3
Productivity Improvement	Level 3	Technology Application	Level 3
Project Administration	Level 3	Technology Scanning	Level 3
Project Feasibility Assessment	Level 4	Tourism and Economic Development	Level 3
Project Management	Level 3	Vendor Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Decision Making	Intermediate
Teamwork	Intermediate	Interpersonal Skills	Intermediate
Creative Thinking	Intermediate		

Event Operations Executive

JOB ROLE DESCRIPTION

The Event Operations Executive is responsible for overseeing all events on-site tasks. He/She is the main liaison with the vendors to ensure that the events are on time and within budget. He works closely with other departments and vendors to ensure operational requirements are fulfilled, providing regular updates to internal stakeholders on the progress.

Meticulous and resourceful, he possesses mental resilience to operate in a high pressure environment. He possesses excellent multi-tasking and project management skills, and actively troubleshoots while executing the events.

He works in a flexible work-week, including weekends, evenings, and public holidays, and is comfortable working in both indoor and outdoor environment depending on the nature and requirements of the events.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 3	Resource Management	Level 3
Budgeting	Level 3	Risk Management and Administration	Level 3
Business Continuity Planning	Level 3	Service Excellence	Level 3
Contract Development and Management	Level 3	Stakeholder Management	Level 3
Crowd Control and Planning	Level 3	Strategy Implementation	Level 3
Delegate and Participant Management	Level 3	Systems Thinking Application	Level 3
Events Planning and Management	Level 3	Technology Application	Level 3
Market Research	Level 3	Technology Scanning	Level 3
Productivity Improvement	Level 3	Tourism and Economic Development	Level 3
Project Administration	Level 3	Vendor Management	Level 3
Project Feasibility Assessment	Level 4	Volunteer Management	Level 2
Project Management	Level 3	Workplace Safety and Health Performance Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Interpersonal Skills	Intermediate
Problem Solving	Intermediate	Service Orientation	Intermediate
Teamwork	Intermediate		

Exhibition Producer/Conference Producer/ Meeting Planner

JOB ROLE DESCRIPTION

The Exhibition Producer/Conference Producer/Meeting Planner is responsible for the development of concepts and content curation for meetings, conferences and exhibitions. He/She works closely with internal and external stakeholders to develop incentive programmes, conferences and exhibitions. He utilises findings from market research to develop new meetings and enhance the user experience.

Innovative and insightful, he is able to rationalise a plethora of ideas into marketable products that meet customer requirements. He stays abreast of industry and market trends to discover current, new, and alternative growth areas and subjects for meetings, conferences and exhibitions.

He travels frequently to attend industry events and networks extensively outside of the office to have a deeper understanding on the emerging trends in the industry.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Meetings, Incentives, Conferences and Exhibitions (MICE) Content and Experience Development and Delivery	Level 4
Business Planning	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Change Management	Level 4	Product, Content and Experience Performance Management	Level 4
Corporate Governance	Level 4	Resource Management	Level 4
Financial Planning and Analysis	Level 4	Stakeholder Management	Level 4
Financial Management	Level 4	Strategy Implementation	Level 4
Innovation Management	Level 4	Strategy Planning	Level 4
Intellectual Property Management	Level 4	Succession Planning	Level 4
Internet of Things Management	Level 4	Systems Thinking Application	Level 4
Learning and Development	Level 4	Technology Application	Level 4
Manpower Planning	Level 4	Technology Scanning	Level 4
Market Research	Level 4	Tourism and Economic Development	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Global Mindset	Intermediate
Creative Thinking	Advanced	Developing People	Intermediate
Decision Making	Intermediate		

Event Manager/Project Manager

JOB ROLE DESCRIPTION

The Event Manager/Project Manager is responsible for developing the event plans for clients and internal stakeholders. This includes the project plans, which outlines the event execution, resource management and delivery timeline and the event programme.

Detail-oriented and insightful, he/she possesses excellent communication and people management skills. He is able to multi-task and rallies his teams to execute events within tight schedules and within the stipulated budget.

He may be required to work irregular hours depending on the nature and schedules of the events. Frequent travels between office and event sites can also be expected to manage the events.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Project Administration	Level 4
Business Continuity Planning	Level 4	Project Feasibility Assessment	Level 5
Business Negotiation	Level 4	Project Management	Level 4
Continuous Improvement Management	Level 4	Resource Management	Level 4
Contract Development and Management	Level 4	Risk Management and Administration	Level 4
Corporate Governance	Level 4	Service Excellence	Level 4
Crowd Control and Planning	Level 4	Stakeholder Management	Level 4
Events Planning and Management	Level 4	Strategy Implementation	Level 4
Financial Planning and Analysis	Level 4	Strategy Planning	Level 4
Financial Management	Level 4	Succession Planning	Level 4
Learning and Development	Level 4	Systems Thinking Application	Level 4
Manpower Planning	Level 4	Technology Application	Level 4
Market Research	Level 4	Technology Scanning	Level 4
Organisational Vision, Mission and Values Formulation	Level 4	Tourism and Economic Development	Level 4
Productivity Improvement	Level 4	Vendor Management	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Decision Making	Advanced
Interpersonal Skills	Advanced	Resource Management	Advanced
Leadership	Intermediate		

Event Operations Manager

JOB ROLE DESCRIPTION

The Event Operations Manager is responsible for the execution of events, including ensuring that all logistics requirements are carried out according to the event plans. He/She manages the event plans and works closely with other departments to ensure that all operational requirements of the events are fulfilled.

Meticulous and resourceful, he possesses excellent problem-solving skills and is able to react quickly to deviations in the event plans.

He works in a flexible workweek, including weekends, evenings, and public holidays, and is comfortable working in both an indoor and outdoor environment depending on the nature of the events.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 4	Project Management	Level 4
Budgeting	Level 4	Resource Management	Level 4
Business Continuity Planning	Level 4	Risk Management and Administration	Level 4
Business Negotiation	Level 4	Service Excellence	Level 4
Contract Development and Management	Level 4	Stakeholder Management	Level 4
Corporate Governance	Level 4	Strategy Implementation	Level 4
Crowd Control and Planning	Level 4	Strategy Planning	Level 4
Delegate and Participant Management	Level 4	Succession Planning	Level 4
Events Planning and Management	Level 4	Systems Thinking Application	Level 4
Learning and Development	Level 4	Technology Application	Level 4
Manpower Planning	Level 4	Technology Scanning	Level 4
Market Research	Level 4	Tourism and Economic Development	Level 4
Organisational Vision, Mission and Values Formulation	Level 4	Vendor Management	Level 4
Productivity Improvement	Level 4	Volunteer Management	Level 3
Project Administration	Level 4	Workplace Safety and Health Performance Management	Level 4
Project Feasibility Assessment	Level 5		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Problem Solving	Intermediate	Resource Management	Advanced
Communication	Advanced	Teamwork	Intermediate
Interpersonal Skills	Intermediate		

Exhibition Director/Conference Director/Meeting Director

JOB ROLE DESCRIPTION

The Exhibition Director/Conference Director/Meeting Director assumes overall responsibility for conceptualisation and content curation of meetings, conferences and exhibitions. He/She works closely with internal and external stakeholders to set the vision and content of the events, and is responsible for developing optimal user experiences for participants.

Innovative and insightful, he displays creativity in developing products and services. He is able to excite his team on his vision of what products and experiences for customers should be like. He stays abreast of industry and market trends to identify current, new, and alternative growth areas and subjects for meetings, conferences and exhibitions. He also serves as a mentor to direct reports, and provides strategic and tactical guidance to his teams on meeting the increasing expectations of products and experiences by customers.

He travels frequently to attend industry events and networks extensively outside of the office to have a deeper understanding of the emerging trends in the industry.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Meetings, Incentives, Conferences and Exhibitions (MICE) Content and Experience Development and Delivery	Level 5
Business Planning	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Change Management	Level 5	Product, Content and Experience Performance Management	Level 5
Corporate Governance	Level 5	Resource Management	Level 5
Employee and Labour Relations	Level 5	Stakeholder Management	Level 5
Financial Management	Level 5	Strategy Planning	Level 5
Innovation Management	Level 5	Succession Planning	Level 5
Intellectual Property Management	Level 5	Systems Thinking Application	Level 5
Internet of Things Management	Level 5	Technology Scanning	Level 5
Learning and Development	Level 5	Tourism and Economic Development	Level 5
Manpower Planning	Level 5		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Developing People	Advanced
Creative Thinking	Advanced	Global Mindset	Advanced
Decision Making	Advanced		

Project Director

JOB ROLE DESCRIPTION

The Project Director assumes overall responsibility for all projects. He/She oversees the project planning and execution, ensuring sufficient resources are available to ensure events can be executed according to plans and are able to achieve the desired outcomes for all stakeholders.

Detail-oriented and insightful, he possesses excellent communication and people management skills. He is able to multi-task and rally his teams to execute projects within tight timelines and budget while delivering excellent customer experiences. He also serves as a mentor to direct reports, and provides guidance to his teams on the planning and execution of events.

He may be required to work irregular hours depending on the nature and schedule of the events. Frequent travels between office and event sites can also be expected to maintain oversight of the events.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Productivity Improvement	Level 5
Business Continuity Planning	Level 5	Project Feasibility Assessment	Level 6
Business Negotiation	Level 5	Project Management	Level 5
Continuous Improvement Management	Level 5	Resource Management	Level 5
Contract Development and Management	Level 5	Risk Management and Administration	Level 5
Corporate Governance	Level 5	Service Excellence	Level 5
Employee and Labour Relations	Level 5	Stakeholder Management	Level 5
Events Planning and Management	Level 5	Strategy Planning	Level 5
Financial Management	Level 5	Succession Planning	Level 5
Learning and Development	Level 5	Systems Thinking Application	Level 5
Manpower Planning	Level 5	Technology Scanning	Level 5
Organisational Vision, Mission and Values Formulation	Level 5	Tourism and Economic Development	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Leadership	Advanced	Global Mindset	Advanced
Communication	Advanced	Developing People	Advanced
Decision Making	Advanced		

Event Operations Director

JOB ROLE DESCRIPTION

The Event Operations Director assumes overall responsibility for events. He/She is responsible for driving the execution of the event plans, dealing with vendors and venue operators to ensure alignment to operational requirements of the events. He is also accountable for the compliance of events to local Workplace Safety and Health regulations.

Meticulous and resourceful, he possesses excellent resource management skills to support the team's daily operations and troubleshoots judiciously. He has good communication and interpersonal skills, maintaining good rapport with vendors to support efficient service delivery.

He works occasionally over evenings, weekends and public holidays in support of events. He also travels frequently between the office and the event sites to maintain oversight over the planning and execution of the events.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 5	Productivity Improvement	Level 5
Budgeting	Level 5	Project Feasibility Assessment	Level 6
Business Continuity Planning	Level 5	Project Management	Level 5
Business Negotiation	Level 5	Resource Management	Level 5
Business Performance Management	Level 5	Risk Management and Administration	Level 5
Contract Development and Management	Level 5	Service Excellence	Level 5
Corporate Governance	Level 5	Stakeholder Management	Level 5
Crowd Control and Planning	Level 5	Strategy Planning	Level 5
Delegate and Participant Management	Level 5	Succession Planning	Level 5
Employee and Labour Relations	Level 5	Systems Thinking Application	Level 5
Events Planning and Management	Level 5	Technology Scanning	Level 5
Learning and Development	Level 5	Tourism and Economic Development	Level 5
Manpower Planning	Level 5	Vendor Management	Level 5
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 5	Workplace Safety and Health Performance Management	Level 5
Organisational Vision, Mission and Values Formulation	Level 5		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Leadership	Advanced
Decision Making	Advanced	Problem Solving	Advanced
Developing People	Advanced		

Venue Management and Operations

Venue Management and Operations

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Deputy General Manager (Centre Management)

Chief Executive Officer/Managing Director/
General Manager

Ian Goh
SingEx Venues Pte Ltd

BUILDING EVENTS, EXPERIENCES AND TEAMS

Ian is an experienced professional in the meetings, meetings, incentives, conferences and exhibitions (MICE) industry and is deeply passionate about his work. He has dedicated 18 years of his career to the hospitality and tourism sectors, with the last 13 years devoted to his present employer, SingEx.

As a Deputy General Manager at SingEx Venues Pte Ltd, Ian is responsible for the day-to-day operations of Singapore EXPO and MAX Atria, which are among the largest exhibition and convention centres in Southeast Asia. Specifically, he oversees the operations, facilities management and event services teams at the centre.

What spurs Ian on, is his belief in the industry's role in building the nation, as well as the unique challenges it brings. He says, "The MICE industry is one of the key drivers of Singapore's economy. It's exciting and challenging at the same time, and keeps you on your toes as you need to constantly be ahead of your competitors."

It isn't easy, especially with the rapid pace that the MICE industry evolves. Ian highlights the importance of being digitally-connected, and helping senior employees keep pace with technology. He believes that the key to success is always keeping abreast of the developments

"The Skills Framework provides a clear guide for each of these professionals, so every individual has a good understanding of how to advance in their specific careers."

in the MICE industry as well as the latest information in technology.

As a leader at SingEx, Ian prides himself on having built up a team of highly motivated individuals who provide cohesive and innovative solutions for the company's clients. Looking forward, he aspires to train a new generation of young leaders who will take SingEx to even greater heights.

He tells prospects who are keen on joining the industry that to excel, they need these key skills – creativity, an ability to think on your feet, a willingness to go the extra mile, and being inspired by challenges. He also adds, "Be prepared to work under stress and accept last-minute changes, as these are part and parcel of the MICE industry."

Ian acknowledges that the Skills Framework is a helpful guide that prospects can use to gauge expectations and excel in their careers. He says, "The MICE industry covers multiple verticals, from events personnel to everyone working at the event venue – gardeners, engineers, IT personnel, facilities management, and many others. The Skills Framework provides a clear guide for each of these professionals, so every individual has a good understanding of how to advance in their careers."

Assistant Event Services Executive

JOB ROLE DESCRIPTION

The Assistant Event Services Executive supports the Event Services department in communicating and collaborating with the venue operations department. He/She is responsible for detailing key points requiring the venue operations department's attention.

Detail oriented and organised, he leverages his strong organisation skills to coordinate the necessary ground work to facilitate the event execution in accordance to clients' specifications. He is also able to multi-task effectively and works accordingly to mitigate any limitations of venue in conforming to event needs.

He works on an irregular schedule due to events often occurring over weekends, holidays and after-office hours. He also commutes frequently between the office and clients' offices, vendors and event locations to coordinate the planning and execution of the events in accordance with clients' requirements and specifications.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Resource Management	Level 2
Business Continuity Planning	Level 2	Service Excellence	Level 2
Continuous Improvement Management	Level 2	Stakeholder Management	Level 2
Events Planning and Management	Level 2	Strategy Implementation	Level 2
Market Research	Level 2	Systems Thinking Application	Level 2
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 2	Technology Application	Level 2
Productivity Improvement	Level 2	Technology Scanning	Level 2
Project Administration	Level 2	Tourism and Economic Development	Level 2
Project Feasibility Assessment	Level 3	Vendor Management	Level 2
Project Management	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Service Orientation	Basic
Teamwork	Basic	Decision Making	Basic
Interpersonal Skills	Intermediate		

Assistant Venue Operations Executive

JOB ROLE DESCRIPTION

The Assistant Venue Operations Executive supports the operations of the venue. He/She interacts with vendors and clients and coordinates the movement of logistics to ensure timely and smooth set-up and tear-down. He provides administrative support to the department, on-site coordination and site inspection before, during and after the events.

Meticulous and resourceful, he possesses strong problem-solving and multi-tasking skills and works as a team to execute event venue operations.

He is able to work in a flexible workweek, including weekends, evenings, and public holidays, and is comfortable working in both an indoor and outdoor environment depending on the nature and the requirements of the events.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Resource Management	Level 2
Business Continuity Planning	Level 2	Risk Management and Administration	Level 2
Continuous Improvement Management	Level 2	Service Excellence	Level 2
Crowd Control and Planning	Level 2	Stakeholder Management	Level 2
Events Planning and Management	Level 2	Strategy Implementation	Level 2
Market Research	Level 2	Systems Thinking Application	Level 2
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 2	Technology Application	Level 2
Productivity Improvement	Level 2	Technology Scanning	Level 2
Project Administration	Level 2	Tourism and Economic Development	Level 2
Project Management	Level 2	Vendor Management	Level 2
Project Management	Level 5	Workplace Safety and Health Performance Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Problem Solving	Basic
Service Orientation	Basic	Resource Management	Basic
Interpersonal Skills	Basic		

Event Services Executive

JOB ROLE DESCRIPTION

The Event Services Executive supports the socialisation of clients' event venue needs with the venue capability, capacity and features to ascertain the feasibility of the venues in supporting events. He/She understands clients' requirements and works with the venue operations department to configure venue facilities accordingly.

Organised and meticulous, he leverages his strong interpersonal skills to coordinate between multiple stakeholders to drive the successful execution of event venue services. He is also able to multi-task effectively and works independently to mitigate any limitations of venue in conforming to event needs.

He works on an irregular schedule due to events often occurring over weekends, holidays and after-office hours. He also commutes frequently between the office, clients' offices and the event locations to implement the planning and execution of the event venue services.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Resource Management	Level 3
Business Continuity Planning	Level 3	Service Excellence	Level 3
Continuous Improvement Management	Level 3	Stakeholder Management	Level 3
Events Planning and Management	Level 3	Strategy Implementation	Level 3
Market Research	Level 3	Systems Thinking Application	Level 3
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 3	Technology Application	Level 3
Productivity Improvement	Level 3	Technology Scanning	Level 3
Project Administration	Level 3	Tourism and Economic Development	Level 3
Project Feasibility Assessment	Level 4	Vendor Management	Level 3
Project Management	Level 3		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Interpersonal Skills	Intermediate	Problem Solving	Intermediate
Teamwork	Intermediate	Service Orientation	Intermediate
Communication	Intermediate		

Venue Operations Executive

JOB ROLE DESCRIPTION

The Venue Operations Executive is responsible for overseeing all on-site details related to the events held at the venue. He/She is the main liaison with vendors and works closely with them and internal stakeholders to ensure client requirements are met in a timely manner and in accordance with the agreed budget. He provides regular progress updates to the clients and follow-up on action items.

Meticulous and resourceful, he has mental resilience to operate in high pressure environments. He possesses excellent multi-tasking skills and is required to actively troubleshoot while executing an event's venue operations.

He is able to work in a flexible workweek, including weekends, evenings, and public holidays, and is comfortable working in both an indoor and outdoor environment depending on the nature and the requirements of the events.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 3	Resource Management	Level 3
Budgeting	Level 3	Risk Management and Administration	Level 3
Business Continuity Planning	Level 3	Service Excellence	Level 3
Continuous Improvement Management	Level 3	Stakeholder Management	Level 3
Crowd Control and Planning	Level 3	Strategy Implementation	Level 3
Events Planning and Management	Level 3	Systems Thinking Application	Level 3
Market Research	Level 3	Technology Application	Level 3
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 3	Technology Scanning	Level 3
Productivity Improvement	Level 3	Tourism and Economic Development	Level 3
Project Administration	Level 3	Vendor Management	Level 3
Project Management	Level 3	Workplace Safety and Health Performance Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Teamwork	Intermediate
Problem Solving	Intermediate	Interpersonal Skills	Basic
Service Orientation	Intermediate		

Event Services Manager

JOB ROLE DESCRIPTION

The Event Services Manager is responsible for clients' satisfaction with the events held at the venue. He/She is primarily responsible for communicating clients' event requirements and expectations to the venue operations department. He works closely with the venue operations department and vendors to ensure that events are carried out according to clients' requests and specifications.

Detail-oriented and resourceful, he possesses strong communication and people management skills, along with the ability to multi-task and rally his teams to execute the events venue services within tight schedules and timelines.

He works on an irregular schedule due to events often occurring over weekends, holidays and after-office hours. He also commutes frequently between the office, clients' offices and the event location to manage the planning and execution of the events.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Project Feasibility Assessment	Level 5
Business Continuity Planning	Level 4	Project Management	Level 4
Continuous Improvement Management	Level 4	Resource Management	Level 4
Corporate Governance	Level 4	Service Excellence	Level 4
Events Planning and Management	Level 4	Stakeholder Management	Level 4
Financial Planning and Analysis	Level 4	Strategy Implementation	Level 4
Financial Management	Level 4	Strategy Planning	Level 4
Learning and Development	Level 4	Succession Planning	Level 4
Manpower Planning	Level 4	Systems Thinking Application	Level 4
Market Research	Level 4	Technology Application	Level 4
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 4	Technology Scanning	Level 4
Organisational Vision, Mission and Values Formulation	Level 4	Tourism and Economic Development	Level 4
Productivity Improvement	Level 4	Vendor Management	Level 4
Project Administration	Level 4		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Leadership	Intermediate
Decision Making	Advanced	Problem Solving	Advanced
Interpersonal Skills	Advanced		

Venue Operations Manager

JOB ROLE DESCRIPTION

The Venue Operations Manager is responsible for overseeing the running of venue operations, including the logistics requirements. He/She works closely with event services department to ensure client requirements are fulfilled in compliance to local health and safety standards. He reviews event plans to ensure generation of maximum yield for organisation.

Meticulous and resourceful, he possesses excellent problem-solving skills and is able to react quickly to deviations in the project plans.

He is able to work in a flexible workweek, including weekends, evenings, and public holidays, and is comfortable working in both an indoor and outdoor environment depending on the nature and requirements of the events.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 4	Project Management	Level 4
Budgeting	Level 4	Resource Management	Level 4
Business Continuity Planning	Level 4	Risk Management and Administration	Level 4
Continuous Improvement Management	Level 4	Service Excellence	Level 4
Corporate Governance	Level 4	Stakeholder Management	Level 4
Crowd Control and Planning	Level 4	Strategy Implementation	Level 4
Events Planning and Management	Level 4	Strategy Planning	Level 4
Learning and Development	Level 4	Succession Planning	Level 4
Manpower Planning	Level 4	Systems Thinking Application	Level 4
Market Research	Level 4	Technology Application	Level 4
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 4	Technology Scanning	Level 4
Organisational Vision, Mission and Values Formulation	Level 4	Tourism and Economic Development	Level 4
Productivity Improvement	Level 4	Vendor Management	Level 4
Project Administration	Level 4	Workplace Safety and Health Performance Management	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Interpersonal Skills	Intermediate
Decision Making	Intermediate	Leadership	Intermediate
Developing People	Intermediate		

Event Services Director

JOB ROLE DESCRIPTION

The Event Services Director assumes overall responsibility of all aspects of client servicing, ensuring the venue is ready to support clients' requirements and expectations, providing alternative solutions when necessary. He/She is responsible for enhancing venue facilities to meet evolving clients' needs.

Detail-oriented and resourceful, he possesses strong communication and people management skills. He is able to multi-task and rally his teams to execute venue's event services within tight schedules and timelines. He also serves as a mentor to direct reports, and provides operational and tactical guidance to his teams on event execution.

He works on an irregular schedule due to the events often occurring over weekends, holidays and after-office hours. He also commutes frequently between the office, clients' offices and the event locations to maintain oversight over the planning and execution of the events.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Productivity Improvement	Level 5
Business Continuity Planning	Level 5	Project Feasibility Assessment	Level 6
Business Performance Management	Level 5	Project Management	Level 5
Continuous Improvement Management	Level 5	Resource Management	Level 5
Corporate Governance	Level 5	Service Excellence	Level 5
Employee and Labour Relations	Level 5	Stakeholder Management	Level 5
Events Planning and Management	Level 5	Strategy Planning	Level 5
Financial Management	Level 5	Succession Planning	Level 5
Learning and Development	Level 5	Systems Thinking Application	Level 5
Manpower Planning	Level 5	Technology Scanning	Level 5
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 5	Tourism and Economic Development	Level 5
Organisational Vision, Mission and Values Formulation	Level 5	Vendor Management	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Creative Thinking	Advanced
Leadership	Advanced	Interpersonal Skills	Advanced
Decision Making	Advanced		

Venue Operations Director

JOB ROLE DESCRIPTION

The Venue Operations Director assumes overall responsibility for the management of venue operations. He/ She ensures that venue operations fully support the event plans and the safety and security of the event participants at the venue. He is accountable for annual budget and expenditure, and resource acquisition and allocation pertaining to venue maintenance. He provides accurate business and financial forecasts, closely monitors expenses and achieves cost-saving.

Meticulous and resourceful, his expertise helps him review standard procedures and best practices to support team's daily operations and troubleshoot judiciously. He possesses good communication and interpersonal skills and maintains good rapport with external service providers and enforcement agencies to support efficient service delivery while ensuring operational compliance with local health and safety standards.

He usually works on regular workweek and may work over evenings, weekends and public holidays to support important and key events.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 5	Productivity Improvement	Level 5
Budgeting	Level 5	Project Management	Level 6
Business Continuity Planning	Level 5	Resource Management	Level 5
Business Performance Management	Level 5	Risk Management and Administration	Level 5
Continuous Improvement Management	Level 5	Service Excellence	Level 5
Corporate Governance	Level 5	Stakeholder Management	Level 5
Crowd Control and Planning	Level 5	Strategy Planning	Level 5
Employee and Labour Relations	Level 5	Succession Planning	Level 5
Events Planning and Management	Level 5	Systems Thinking Application	Level 5
Learning and Development	Level 5	Technology Scanning	Level 5
Manpower Planning	Level 5	Tourism and Economic Development	Level 5
Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Level 5	Vendor Management	Level 5
Organisational Vision, Mission and Values Formulation	Level 5	Workplace Safety and Health Performance Management	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Developing People	Advanced
Creative Thinking	Intermediate	Interpersonal Skills	Advanced
Decision Making	Advanced		

Travel Management and Operations

Travel Management and Operations

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Travel Account Manager	94
Travel Operations Manager	95
Product and Experience Development Manager	96
Travel Account Director	97
Travel Operations Director	98
Product and Experience Development Director	99
Chief Executive Officer/Managing Director/General Manager	100



Senior Customer Service Executive

Customer Support Executive/
Travel Consultant (Customer Support)

Tan Sheau Jing
Chan Brothers Travel Pte Ltd

MAKING DREAMS COME TRUE

Tan Sheau Jing has always been fascinated with travel, and she considers it a blessing that her job requires her to do just that. What she enjoys even more, is helping others realise their dreams of seeing the world. This is what feeds her passion to serve clients and continue her career within the tourism sector.

As a Senior Customer Service Executive at Chan Brothers Travel, Sheau Jing is involved in the day-to-day management of feedback, generation of reports, and the development of strategies to maintain and enhance service quality within the organisation.

Although Sheau Jing does not work on the frontline, she feels blessed with many opportunities to travel around the world when she leads tours. "Tour-leading has allowed me to assess our tour quality and understand what our customers experience while they are on tours. This is beneficial because when I receive feedback from them, I am better able to put myself in their shoes and understand where they are coming from, which allows me to improve and enhance future tours."

Sheau Jing started out as an intern at Chan Brothers Travel in 2012, and subsequently worked as a part-timer

"The Skills Framework allows me to understand, at my current position, what I need in order to go vertically or horizontally across my career."

while completing her degree. After graduation, she returned as a full-time staff, where she is now in her sixth year of employment.

One of the most memorable moments of her job was when she had the opportunity to lead a tour to Egypt. She says, "It was not a place I would have immediately thought to travel to on my own, so to have the opportunity crop up was a pleasant surprise. I would never have gotten the chance to experience such a raw and history-rich country otherwise."

As for her future goals, Sheau Jing plans to take on more service-related courses to improve her skills in handling customer-related issues. She feels the Skills Framework will be a useful guide to help identify the training and resources available to support her career progression.

"I can better understand what is expected of me in my current position. On top of that, the Skills Framework identifies the emerging skills like Business data analysis, and Travel services content and experience development and delivery, which I need in order to expand my career opportunities."

Assistant Customer Support Executive/ Assistant Travel Consultant (Customer Support)

JOB ROLE DESCRIPTION

The Assistant Customer Support Executive/Assistant Travel Consultant (Customer Support) answers to customers' travel queries and requests in airline ticketing arrangements, hotel accommodations and attractions. This includes providing first-level responses to queries and escalating any follow-up to the higher level when required. He/She provides accurate visa requirements and application details at the time of ticketing.

Well organised and service-oriented, he keeps a log of customer queries, feedback and complaints. He also maintains good relationships with customers through proactive understanding of customer needs to identify areas for improvement.

He may be required to work on weekends, evenings, and public holidays in an office environment.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Service Excellence	Level 2
Business Continuity Planning	Level 2	Stakeholder Management	Level 2
Business Performance Management	Level 2	Strategy Implementation	Level 2
Customer Behaviour Analysis	Level 3	Systems Thinking Application	Level 2
Customer Relationship Management	Level 2	Technology Application	Level 2
Data Mining and Modelling	Level 2	Technology Scanning	Level 2
Market Research	Level 2	Tour and Travel Coordination, Ticketing and Reservations Management	Level 1
Productivity Improvement	Level 2	Tourism and Economic Development	Level 2
Sales Closure	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Digital Literacy	Basic
Interpersonal Skills	Intermediate	Service Orientation	Intermediate
Teamwork	Basic		

Assistant Coordination and Reservations Executive

JOB ROLE DESCRIPTION

The Assistant Coordination and Reservations Executive assists in processing reservations of travel, including air tickets, hotels and attractions and issues reservation slips for group reservations. He/She also processes refund requests in cases of partially-utilised tickets and knows the airline terminology, codes, fare basis, aviation rules and tariffs.

Service-oriented with strong multi-tasking skills, he liaises with suppliers and customer support department to coordinate any changes to reservations. He is also able to perform in a fast paced environment, perform checks on the availability of products and services with vendors and hold reservations. He assists in the coordination of travel operations including arranging of tickets to attractions, coaches, meals and hotel rooms allocation.

He may be required to work on weekends, evenings, and public holidays in an office environment.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Stakeholder Management	Level 2
Business Continuity Planning	Level 2	Strategy Implementation	Level 2
Business Performance Management	Level 2	Systems Thinking Application	Level 2
Contract Development and Management	Level 2	Technology Application	Level 2
Data Mining and Modelling	Level 2	Technology Scanning	Level 2
Market Research	Level 2	Tour and Travel Coordination, Ticketing and Reservations Management	Level 1
Productivity Improvement	Level 2	Tourism and Economic Development	Level 2
Resource Management	Level 2	Vendor Management	Level 2
Service Excellence	Level 2		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Lifelong Learning	Basic
Interpersonal Skills	Basic	Managing Diversity	Basic
Teamwork	Basic		

Assistant Product and Experience Development Executive

JOB ROLE DESCRIPTION

The Assistant Product and Experience Development Executive is responsible for coordinating product development operations and facilitating development strategies on behalf of the organisation. He/She is responsible for any coordination requirements of product development including researching on market trends, liaising with cross functional departments on requirements and collecting data and feedback from customers.

Resourceful with good communication skills, he is involved in the development of marketing materials with the marketing department on information related to the new product. He possesses strong organisational skills and works closely with internal stakeholders to prepare data-driven reports and presentation materials for management.

He works on a regular work-week from Mondays to Fridays, but occasionally has to work over evenings, weekends and/or public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 2	Risk Management and Administration	Level 2
Business Performance Management	Level 2	Stakeholder Management	Level 2
Continuous Improvement Management	Level 2	Strategy Implementation	Level 2
Contract Development and Management	Level 2	Technology Application	Level 2
Financial Planning and Analysis	Level 2	Technology Scanning in Tourism	Level 2
Innovation Management	Level 2	Tour and Travel Services Product and Experience Development and Delivery	Level 2
Market Research	Level 2	Tourism and the Economy	Level 2
Product, Content and Experience Performance Management	Level 2	Vendor Management	Level 2
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Basic	Teamwork	Intermediate
Interpersonal Skills	Basic	Creative Thinking	Basic
Service Orientation	Basic		

Tour Leader

JOB ROLE DESCRIPTION

The Tour Leader leads tour groups to places of interest and coordinates and handles the tour logistics while on outbound tours. He/She brings tour groups to destinations in accordance to the itineraries set out and provides any information requested by tour groups.

Resourceful with strong coordination skills, he handles any situations that arise during tours and addresses any travel concerns of the tour groups. He is able to multitask and coordinate the tour logistics for the tour and monitors tour groups' activities in order to ensure conformance with the rules and regulations of establishments. He is also responsible for all aspects of tour groups' needs and provides feedback of the vendors to the tour agencies.

His work often follows an irregular working arrangement and may have to work over weekends, evening and public holidays in an outdoor environment in overseas tour sites.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 3	Tour Leading Operations	Level 3
Market Research	Level 3	Tourism and the Economy	Level 3
Product, Content and Experience Performance Management	Level 3	Vendor Management	Level 3
Service Excellence	Level 3	Workplace Safety and Health Performance Management	Level 3
Stakeholder Management	Level 3		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Managing Diversity	Intermediate
Problem Solving	Advanced	Interpersonal Skills	Advanced
Service Orientation	Advanced		

Tourist Guide

JOB ROLE DESCRIPTION

The Tourist Guide leads tourists on inbound tours to places of interest and proactively shares information and knowledge about the history and heritage of the places. He/She brings groups of tourists to destinations in accordance to the itineraries set out and delivers commentaries on features of the places. He is also able to conduct customised tours where necessary.

Resourceful with strong communication skills, he serves as an important ambassador to the country in ensuring high quality and an unforgettable experience for tourists. He has strong local knowledge, and monitors the tour groups' activities in order to ensure conformance with the rules and regulations of establishments. He possesses strong interpersonal skills, builds relationships with the tourists and engages the tour groups with his commentaries. He is also responsible for all aspects of tour groups' needs and address their problems promptly.

His work often follows an irregular working arrangement and may have to work over weekends, evening and public holidays in an outdoor environment.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 3	Technology Application	Level 3
Market Research	Level 3	Tour and Travel Services Product and Experience Development and Delivery	Level 3
Product, Content and Experience Performance Management	Level 3	Tour Guide Operations	Level 3
Service Excellence	Level 3	Tourism and the Economy	Level 3
Stakeholder Management	Level 3	Vendor Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Problem Solving	Advanced
Service Orientation	Advanced	Decision Making	Intermediate
Interpersonal Skills	Advanced		

Travel Account Executive

JOB ROLE DESCRIPTION

The Travel Account Executive assists in managing accounts through processing of account management activity reports and acts as a first point of contact for clients regarding any account management-related issues. He/She is expected to analyse reservation rate and average spending statistics of client accounts and provide initial responses to clients' complaints.

Service-oriented with strong interpersonal skills, he interacts with clients to understand their preferences and obtain feedback on how to better serve their needs. He also explains and clarifies queries faced by clients when using organisation's products and services.

He may be required to work on weekends, evenings, and public holidays in an office environment.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Sales Closure	Level 3
Business Data Analysis	Level 3	Sales Target Management	Level 3
Business Performance Management	Level 3	Service Excellence	Level 3
Contract Development and Management	Level 3	Stakeholder Management	Level 3
Customer Behaviour Analysis	Level 3	Strategy Implementation	Level 3
Customer Loyalty and Retention Strategy Formulation	Level 3	Technology Application	Level 3
Customer Relationship Management	Level 3	Technology Scanning in Tourism	Level 3
Financial Planning and Analysis	Level 3	Tour and Travel Services Product and Experience Development and Delivery	Level 3
Market Research	Level 3	Tourism and the Economy	Level 3
Proposal Writing	Level 3		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Decision Making	Basic
Interpersonal Skills	Advanced	Digital Literacy	Basic
Service Orientation	Advanced		

Customer Support Executive/Travel Consultant (Customer Support)

JOB ROLE DESCRIPTION

The Customer Support Executive/Travel Consultant (Customer Support) answers to customers' travel queries and requests in airline ticketing arrangements, hotel accommodations and attractions. This includes responding to queries on products and services and providing up-to-date pricing and availability information in terms of pricing and routing. He/She also provides accurate visa requirements and application details at the time of ticketing.

Well organised and service-oriented, he advises on possible routing options and provides information on any safety alerts relating to the destination of choice. He is also a mentor to his direct reports on all aspects of travel services.

He may be required to work on weekends, evenings, and public holidays in an office environment.

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 3	Service Excellence	Level 3
Business Continuity Planning	Level 3	Stakeholder Management	Level 3
Business Performance Management	Level 3	Strategy Implementation	Level 3
Customer Behaviour Analysis	Level 3	Systems Thinking Application	Level 3
Customer Relationship Management	Level 3	Technology Application	Level 3
Data Mining and Modelling	Level 3	Technology Scanning	Level 3
Market Research	Level 3	Tour and Travel Coordination, Ticketing and Reservations Management	Level 2
Productivity Improvement	Level 3	Tourism and Economic Development	Level 3
Sales Closure	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Service Orientation	Advanced
Interpersonal Skills	Advanced	Teamwork	Intermediate
Problem Solving	Intermediate		

Coordination and Reservations Executive

JOB ROLE DESCRIPTION

The Coordination and Reservations Executive supports the efficient output of reservation bookings and smooth flow of operations through timely updates on rates and booking information. He/She liaises with vendors on special rates or special requests from customers. This includes daily reservation processes, servicing customer needs and providing alternatives. He is also responsible for the coordination and reservation of any travel-related operations including arranging tickets to attractions, coaches, meals and hotel rooms allocation.

Service-oriented with strong multi-tasking skills, he serves as a mentor to junior team members in all aspects of reservations and coordinates between customer support department and vendors on resourcing and rates. He possesses strong organisational skills and communicates all amendments arising from customers' requests to relevant internal stakeholders and vendors concerned.

He may be required to work on weekends, evenings, and public holidays in an office environment.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Stakeholder Management	Level 3
Business Continuity Planning	Level 3	Strategy Implementation	Level 3
Business Performance Management	Level 3	Systems Thinking Application	Level 3
Contract Development and Management	Level 3	Technology Application	Level 3
Data Mining and Modelling	Level 3	Technology Scanning	Level 3
Market Research	Level 3	Tour and Travel Coordination, Ticketing and Reservations Management	Level 2
Productivity Improvement	Level 3	Tourism and Economic Development	Level 3
Resource Management	Level 3	Vendor Management	Level 3
Service Excellence	Level 3		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Digital Literacy	Basic
Interpersonal Skills	Basic	Problem Solving	Basic
Teamwork	Intermediate		

Product and Experience Development Executive

JOB ROLE DESCRIPTION

The Product and Experience Development Executive supports the design of travel itineraries for travellers through research on destinations. This includes identifying key destinations through market research, market segment analysis and analysis of overall market trends. He/She also monitors and evaluates the effectiveness of the tour and travel products and services.

Analytical and logical, he supports in the analysis of products and services and utilisation of appropriate market research tools. He is also resourceful with good communication skill and works closely with the marketing department for the development and implementation of communication materials of the products and services.

He works on a regular work-week from Mondays to Fridays, but occasionally has to work over evenings, weekends and/or public holidays.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 3	Product, Content and Experience Performance Management	Level 3
Business Performance Management	Level 3	Risk Management and Administration	Level 3
Change Management	Level 3	Stakeholder Management	Level 3
Continuous Improvement Management	Level 3	Strategy Implementation	Level 3
Contract Development and Management	Level 3	Technology Application	Level 3
Financial Planning and Analysis	Level 3	Technology Scanning in Tourism	Level 3
Innovation Management	Level 3	Tour and Travel Services Product and Experience Development and Delivery	Level 3
Intellectual Property Management	Level 3	Tourism and the Economy	Level 3
Market Research	Level 3	Vendor Management	Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Service Orientation	Basic
Creative Thinking	Intermediate	Teamwork	Intermediate
Interpersonal Skills	Intermediate		

Travel Account Manager

JOB ROLE DESCRIPTION

The Travel Account Manager is responsible for the account management aspect of key accounts. He/She is responsible to drive client profitability and retention of key accounts. This includes analysing client trends and feedback and proposing growth opportunities for the business.

Service-oriented and with strong interpersonal skills, he is responsible to negotiate renewal of contracts to ensure that organisation's interests are protected while maintaining clients' satisfaction. He also possesses strong organisational skills to coordinate and organise client relationship management programmes to improve clients' knowledge of the organisation's products and services.

He may travel frequently to attend trade shows to establish and maintain relationships with key clients.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Business Data Analysis	Level 4	Proposal Writing	Level 4
Business Negotiation	Level 4	Sales Closure	Level 4
Business Performance Management	Level 4	Sales Target Management	Level 4
Business Planning	Level 4	Service Excellence	Level 4
Contract Development and Management	Level 4	Stakeholder Management	Level 4
Corporate Governance	Level 4	Strategy Implementation	Level 4
Customer Behaviour Analysis	Level 4	Strategy Planning	Level 4
Customer Loyalty and Retention Strategy Formulation	Level 4	Succession Planning	Level 4
Customer Relationship Management	Level 4	Tour and Travel Services Product and Experience Development and Delivery	Level 4
Financial Planning and Analysis	Level 4	Technology Application	Level 4
Financial Management	Level 4	Technology Scanning in Tourism	Level 4
Learning and Development	Level 4	Tourism and the Economy	Level 4
Market Research	Level 4		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Developing People	Intermediate
Computational Thinking	Intermediate	Interpersonal Skills	Advanced
Decision Making	Intermediate		

Travel Operations Manager

JOB ROLE DESCRIPTION

The Travel Operations Manager is responsible for all aspects of travel operations including reservations, ticketing, travel coordination and customer support. He/She is also responsible for the assignment of tour assignments. He has overall control over the day-to-day operations of all travel-related operations.

Service-oriented with strong multi-tasking skills, he supervises the operations teams to address any customer feedback and vendor management issues. He is also able to think clearly, deliver under emergency situations and ensure the smooth conduct of tour operations in accordance to the itineraries of tour groups.

He may be required to maintain a flexible schedule and work on weekends, evenings and public holidays in both outdoors and office environment.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 4	Risk Management and Administration	Level 4
Budgeting	Level 4	Service Excellence	Level 4
Business Continuity Planning	Level 4	Stakeholder Management	Level 4
Business Performance Management	Level 4	Strategy Implementation	Level 4
Continuous Improvement Management	Level 4	Strategy Planning	Level 4
Contract Development and Management	Level 4	Succession Planning	Level 4
Corporate Governance	Level 4	Systems Thinking Application	Level 4
Data Mining and Modelling	Level 4	Technology Application	Level 4
Learning and Development	Level 4	Technology Scanning	Level 4
Manpower Planning	Level 4	Tour and Travel Coordination, Ticketing and Reservations Management	Level 3
Market Research	Level 4	Tour Guide Operations	Level 4
Organisational Vision, Mission and Values Formulation	Level 4	Tour Leading Operations	Level 4
Product, Content and Experience Performance Management	Level 4	Tourism and Economic Development	Level 4
Productivity Improvement	Level 4	Vendor Management	Level 4
Resource Management	Level 4	Workplace Safety and Health Performance Management	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Problem Solving	Advanced	Decision Making	Advanced
Leadership	Advanced	Developing People	Intermediate
Communication	Advanced		

Product and Experience Development Manager

JOB ROLE DESCRIPTION

The Product and Experience Development Manager assists in the operational aspect of executing the organisation's travel product roadmap strategies and implementation. This includes identifying areas of development based on competitor analysis, market research on the differing travel needs of travellers as well as keeping abreast of market trends in order to plan and design the products and services.

Innovative with strong communication skills, he/she collaborates closely with various internal stakeholders on managing the changes with the roll out of new products and services. He possesses strong negotiation skills and builds and maintains strong working relationships with vendors. He also prepares and conducts travel package training to the sales department.

He may be required to attend trade shows, engage suppliers and also promote the organisation's products and services.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 4	Market Research	Level 4
Business Negotiation	Level 4	Organisational Vision, Mission and Values Formulation	Level 4
Business Performance Management	Level 4	Product, Content and Experience Performance Management	Level 4
Business Planning	Level 4	Risk Management and Administration	Level 4
Change Management	Level 4	Stakeholder Management	Level 4
Continuous Improvement Management	Level 4	Strategy Implementation	Level 4
Contract Development and Management	Level 4	Strategy Planning	Level 4
Corporate Governance	Level 4	Succession Planning	Level 4
Financial Planning and Analysis	Level 4	Technology Application	Level 4
Financial Management	Level 4	Technology Scanning in Tourism	Level 4
Innovation Management	Level 4	Tour and Travel Services Product and Experience Development and Delivery	Level 4
Intellectual Property Management	Level 4	Tourism and the Economy	Level 4
Learning and Development	Level 4	Vendor Management	Level 4
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Computational Thinking	Intermediate	Developing People	Advanced
Creative Thinking	Intermediate	Transdisciplinary Thinking	Advanced
Decision Making	Intermediate		

Travel Account Director

JOB ROLE DESCRIPTION

The Travel Account Director is in charge of the overall direction of account management activities for all clients. He/She is responsible to ensure all accounts are being serviced efficiently and effectively and ensure the retention and renewal of key accounts. This includes developing account management strategies to ensure high degree of service excellence. He also leads contract renewal negotiation and collaborates with product and experience development department to identify areas of potential growth.

Service-oriented with strong business acumen, he ensures the organisation's interests are protected while maintaining clients' satisfaction. He is collaborative and works closely with product and experience development department to drive new products. He possesses strong interpersonal skills to manage relationships with key clients and performs service recovery where necessary.

He may travel frequently to attend trade shows to establish and maintain relationships with key clients.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Financial Management	Level 5
Business Data Analysis	Level 5	Learning and Development	Level 5
Business Negotiation	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Business Performance Management	Level 5	Sales Target Management	Level 5
Business Planning	Level 5	Service Excellence	Level 5
Contract Development and Management	Level 5	Stakeholder Management	Level 5
Corporate Governance	Level 5	Strategy Planning	Level 5
Customer Behaviour Analysis	Level 5	Succession Planning	Level 5
Customer Loyalty and Retention Strategy Formulation	Level 5	Technology Scanning in Tourism	Level 5
Customer Relationship Management	Level 5	Tour and Travel Services Product and Experience Development and Delivery	Level 5
Employee and Labour Relations	Level 5	Tourism and the Economy	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Developing People	Advanced
Computational Thinking	Intermediate	Interpersonal Skills	Advanced
Decision Making	Advanced		

Travel Operations Director

JOB ROLE DESCRIPTION

The Travel Operations Director assumes overall responsibility for the organisation's daily operations including reservations, ticketing, travel coordination and customer service. This includes developing protocols and safety standards to ensure smooth operations through a combination of sound financial, people and resource management. He/She also drives performance of the various functions under his charge.

Resourceful with strong organisational and interpersonal skills, he manages good working relationships with vendors and manages any issues with them. He possesses strong collaborative skills and works closely with internal stakeholders to provide feedback on products and services. He gives strategic guidance on the plans covering all operational aspects within the organisation.

He may be required to maintain a flexible schedule and work on weekends, evenings and public holidays in both outdoors and office environment.

TECHNICAL SKILLS & COMPETENCIES			
Accident and Incident Response Management	Level 5	Productivity Improvement	Level 5
Budgeting	Level 5	Resource Management	Level 5
Business Continuity Planning	Level 5	Risk Management and Administration	Level 5
Business Performance Management	Level 5	Service Excellence	Level 5
Continuous Improvement Management	Level 5	Stakeholder Management	Level 5
Contract Development and Management	Level 5	Strategy Planning	Level 5
Corporate Governance	Level 5	Succession Planning	Level 5
Employee and Labour Relations	Level 5	Systems Thinking Application	Level 5
Learning and Development	Level 5	Technology Scanning	Level 5
Manpower Planning	Level 5	Tourism and Economic Development	Level 5
Organisational Vision, Mission and Values Formulation	Level 5	Vendor Management	Level 5
Product, Content and Experience Performance Management	Level 5	Workplace Safety and Health Performance Management	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Advanced	Developing People	Advanced
Computational Thinking	Advanced	Interpersonal Skills	Advanced
Decision Making	Advanced		

Product and Experience Development Director

JOB ROLE DESCRIPTION

The Product and Experience Development Director assumes overall responsibility for the organisation's travel product roadmap strategies and implementation. He/She manages the refinement to current products whilst planning for future product launches. He is also an expert on the organisation's travel products and services, and manages the procurement of vendors for products.

Innovative and forward-thinking, he keeps abreast of the market trends, including disruptive forces, legislative and regulatory changes. He possesses strong negotiation skills and identifies and pursues strategic business opportunities. He serves as a mentor to the team and provides strategic guidance in the research and development of new products.

He may travel frequently and attend trade shows to identify developments in products and services internationally to meet customer needs.

TECHNICAL SKILLS & COMPETENCIES			
Budgeting	Level 5	Learning and Development	Level 5
Business Negotiation	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Business Performance Management	Level 5	Product, Content and Experience Performance Management	Level 5
Business Planning	Level 5	Risk Management and Administration	Level 5
Change Management	Level 5	Stakeholder Management	Level 5
Continuous Improvement Management	Level 5	Strategy Planning	Level 5
Contract Development and Management	Level 5	Succession Planning	Level 5
Corporate Governance	Level 5	Technology Scanning in Tourism	Level 5
Employee and Labour Relations	Level 5	Tour and Travel Services Product and Experience Development and Delivery	Level 5
Financial Management	Level 5	Tourism and the Economy	Level 5
Innovation Management	Level 5	Vendor Management	Level 5
Intellectual Property Management	Level 5		
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Creative Thinking	Advanced	Transdisciplinary Thinking	Advanced
Decision Making	Advanced	Digital Literacy	Intermediate
Developing People	Advanced		

Chief Executive Officer/Managing Director/ General Manager

JOB ROLE DESCRIPTION

The Chief Executive Officer/General Manager/Managing Director sets the overall vision and strategic direction for the organisation. For museums and galleries, this position may also be known as Museum or Gallery Director.

As the leader of the organisation, he/she drives business growth strategies while maintaining the organisation's financial sustainability and profitability. He is also in charge of enterprise risk management and raising risk awareness within the organisation. As the business environment is constantly changing, he inspires innovation and leads client service excellence for the organisation to achieve success.

Analytical and forward-thinking, he is able to make calculated risk-related decisions and perform effectively within a dynamic environment. He is also responsible for championing service excellence within the organisation and fostering strategic relationships with key stakeholders. He serves as a mentor to direct reports and provides strategic guidance on all aspects of the organisation.

He may commute frequently to maintain strategic local and regional networks. He also stays abreast of international trends in the tourism industry by attending relevant key international events and conventions.

TECHNICAL SKILLS & COMPETENCIES			
Business Continuity Planning	Level 5	Networking	Level 5
Business Negotiation	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Business Performance Management	Level 5	Product, Content and Experience Performance Management	Level 5
Business Planning	Level 5	Risk Management and Administration	Level 5
Change Management	Level 5	Service Excellence	Level 5
Continuous Improvement Management	Level 5	Stakeholder Management	Level 5
Corporate Governance	Level 5	Strategy Planning	Level 5
Employee and Labour Relations	Level 5	Succession Planning	Level 5
Financial Management	Level 5	Technology Scanning	Level 5
Innovation Management	Level 5	Tourism and Economic Development	Level 5
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Global Mindset	Advanced	Decision Making	Advanced
Leadership	Advanced	Developing People	Advanced
Communication	Advanced		

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	
Attractions Operations	Animal Conditioning and Enrichment	Manage animal conditioning and enrichment programmes		●	●	●			
	Animal Habitat Management	Manage policies and practices regarding the care and maintenance of animal habitats, including the design of animal habitats		●	●	●			
	Animal Husbandry and Nutrition	Manage policies and practices regarding the care and keeping of animals, including feeding, cleaning and monitoring of animal behaviours		●	●	●			
	Animal Transaction	Manage practices to restrain and convey animals during animal transportation		●	●	●			
	Attractions Guest Relations Management	Manage guest relations strategies and policies to enhance on-site guest experience, including the management of special guest requests, requirements and needs	●	●	●				
	Attractions Membership, Admission and Ticketing Management	Manage membership, admission and ticketing operations within the attractions sites, including the implementation of these policies at the frontline guest-servicing counters	●	●	●				
	Attractions Programme Development	Manage programmes catered for attractions visitor groups		●	●	●			
	Attractions Ride and Equipment Maintenance	Manage operation and maintenance of attractions rides and equipment	●	●	●				
	Attractions Transportation Operations	Manage transportation services for visitors within the attractions sites, including trams, buses and other modes of transportation	●	●	●				
	Horticulture Management	Manage policies and practices regarding the research, concept design, care and maintenance of horticulture within an attractions site		●	●	●			
Business Development, Sales and Marketing	Brand Campaign Management	Develop evaluation strategies for brand campaign effectiveness and analyse data to provide recommendations for improvements in future brand campaigns		●	●	●	●		
	Brand Guideline Development	Conceptualise and develop branding guidelines to uphold and maintain brand values, promises and image, as well as assess current brand guidelines and provide inputs to enhance messaging		●	●	●	●		
	Brand Portfolio Management	Formulate brand portfolio strategies, define branding features as well as create brand differentiators to expand portfolio user base		●	●	●	●		
	Business Opportunities Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation				●	●		
	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers			●	●	●		

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 Development, Sales and Marketing	Customer Behaviour Analysis	Devise customer behaviour analysis tools and approaches and perform analysis on information pertaining to customer behaviours			●	●	●		
	Customer Loyalty and Retention Strategy Formulation	Develop and manage customer loyalty and retention strategies based on data from customer relationship management			●	●	●		
	Demand Analysis	Devise frameworks to assess market dynamics and execute analyses to uncover demand outlook of products and/or services			●	●	●		
	Digital Marketing	Develop, execute and evaluate digital marketing strategies and campaigns to promote online presence and deliver value propositions 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		●	●	●	●		
	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		●	●	●	●		
	Marketing Campaign Management	Develop evaluation strategies for marketing campaign effectiveness and analyse data to provide recommendations for improvements in future marketing campaigns		●	●	●	●		
	Marketing Communications Plan Development	Formulate, develop and implement marketing communications plans and evaluate tools and vehicles appropriate to reflect effective execution of communication strategies		●	●	●	●		
	Media Platforms Management	Drive organisational policies and procedures for media use as well as develop and implement media plans in business while evaluating their effectiveness		●	●	●			
	Media Strategy Development	Develop, execute and evaluate media strategies and plans to assess impact of media advertising across channels in relation to target customers		●	●	●	●		
	Sales Closure	Perform numerical calculations and execute selling strategies to complete sales of products and services to the satisfaction of customers		●	●	●			
	Sales Target Management	Evaluate and monitor sales targets and performance to plan and initiate actions to achieve excellence in sales delivery			●	●	●		
	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		●	●	●	●		
	Visual Collaterals Production	Develop and create design briefs and storyboards based on project requirements		●	●	●			

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 Development, Sales and Marketing	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, generate website performance benchmarks reports and record outcomes against specifications		●	●	●			
Business Management	Budgeting	Prepare organisational budgets to support short- and long-term business plans through forecasting, allocation and financial policy setting		●	●	●	●		
	Business Data Analysis	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		●	●	●	●		
	Business Negotiation	Conduct negotiations to establish win-win outcomes for the organisation				●	●	●	
	Business Performance Management	Implement organisational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps		●	●	●	●	●	
	Business Planning	Translate organisational vision, mission and values into business operational plans as well as to review outcomes for continuous improvements				●	●	●	
	Content Writing and Editing	Articulate, proofread and conduct readability tests on key messages written using appropriate content ideas and writing styles		●	●	●			
	Continuous Improvement Management	Apply continuous improvement processes to optimise operating cost, task efficiency and effectiveness in production, services and processes		●	●	●	●	●	
	Contract Development and Management	Manage contract creation, evaluation, negotiation, tendering to maximise operation and financial performance of an organisation		●	●	●	●		
	Corporate Governance	Develop and manage organisation's corporate governance framework, compliance policies and culture. This includes compliance to regulatory frameworks and global leading practices in similar organisations				●	●	●	
	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		●	●	●	●		
	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		●	●	●			
	Design Concepts Generation	Build preliminary ideas on innovative design concepts and different ways to address target stakeholder needs and market opportunities		●	●	●			

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 Management	Financial Planning and Analysis	Facilitate strategic decision-making on the organisation's business finances by collating, verifying and analysing financial data in reports		●	●	●			
	Financial Management	Perform strategic decision-making on the organisation's business finances by evaluating and reviewing financial data in reports				●	●	●	
	Infographics and Data Visualisation	Present data using meaningful visual illustrations, iconographies, graphs and charts for easy and accessible discovery and communication of data insights aimed at specific business objectives		●	●	●	●		
	Innovation Management	Manage organisation's ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products		●	●	●	●	●	
	Intellectual Property Management	Evaluate, determine and implement organisational intellectual property rights to mitigate potential infringement			●	●	●		
	Merchandise Buying	Design and implement merchandise buying plans according to market and consumer trends, merchandise ranges, stock levels and sources of supply				●	●		
	Merchandise Performance Analysis	Develop processes to analyse profit performance of merchandise, evaluate trends of profitability and identify opportunities to adjust range of merchandise				●	●		
	Networking	Identify and establish industry stakeholder relationships at all levels of business operations to further the organisation's strategies and objectives				●	●	●	
	Organisational Vision, Mission and Values Formulation	Formulate and refine organisational vision, mission and values through assessing internal capabilities, external environment and industry landscape				●	●	●	
	Productivity Improvement	Lead and drive work area process goals, job specifications and workplace requirements for productivity initiatives, as well as evaluate work area processes for problems and identify areas for improvement		●	●	●	●		
	Proposal Writing	Research, strategise, draft and evaluate business proposals to respond to business opportunities		●	●	●			
	Resource Management	Plan and manage resources to ensure optimisation of resources and sustainability of business operations		●	●	●	●		
	Service Excellence	Create a positive customer experience to enhance the organisation's customer experience		●	●	●	●	●	
	Sponsorship Management	Identify sponsorship requirements and organise activities according to sponsorship agreements and financial parameters		●	●	●	●		
	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 Implementation	Execute and implement operational and tactical-level action plans in alignment with the organisation's business strategies		●	●	●			

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 Management	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		●	●	●		
	Tourism and Economic Development	Anticipate and recognise economic shifts affecting the tourism landscape, and demonstrate knowledge of the industry context within which organisations operate		●	●	●	●	
	Vendor Management	Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, compliance standards		●	●	●	●	
	Workplace Safety and Health Performance Management	Establish and monitor indicators measuring effectiveness of the Workplace Safety and Health (WSH) policy and work procedures in preventing incidents and safeguarding employees		●	●	●	●	
Enterprise Risk Management	Accident and Incident Response Management	Deploy tools, procedures and resources to respond to accidents and incidents efficiently		●	●	●	●	
	Business Continuity Planning	Develop and implement business continuity plans for organisational preparedness of disruptive events		●	●	●	●	●
	Crowd Control and Planning	Manage crowd control within defined boundaries including crowd control planning and risk mitigation strategies		●	●	●	●	
	Risk Management and Administration	Identify, assess and prioritise risks and apply resources to mitigate risks and impact of incidents		●	●	●	●	
Human Resource Management	Change Management	Manage organisational change management systems to drive organisation success and outcomes by preparing, equipping and supporting adoption of change			●	●	●	●
	Employee and Labour Relations	Manage relationships with employees and labour unions					●	●
	Learning and Development	Manage employees' learning and development activities to maximise employee' potential and capabilities to contribute to the organisation		●	●	●	●	
	Manpower Planning	Estimate and fulfil manpower requirements to achieve business goals and targets			●	●	●	
	Succession Planning	Manage succession pipeline of critical positions through development of key talents and mitigation of succession planning personnel risks, including enhancement of talent pipeline and development of retention measures for critical talents				●	●	●
	Volunteer Management	Manage recruitment, training, deployment and participation of volunteers	●	●	●			

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
Infocomm Technology Management	Internet of Things Management	Interrelate computing devices, equipment and machines' data in a networked environment to provide specific solutions			●	●	●	
	Knowledge Management	Develop and deploy systematic management of information within databases, documents, policies and procedures, as well as promote knowledge as a strategic organisational asset and key enabler of organisational learning		●	●	●		
	Technology Application	Integrate technologies into operations of the organisation to optimise efficiency and effectiveness of processes		●	●	●		
	Technology Scanning	Review new developments in emerging technology as well as evaluate and determine relevance of emerging technologies to the organisation		●	●	●	●	●
Meetings, Incentives, Conferences and Exhibitions (MICE) Operations	Delegate and Participant Management	Manage policies and procedures for the management, registration and engagement of participants, including participants' travel management		●	●	●	●	
	Events Planning and Management	Develop, manage and execute event plans according to agreed timelines and budgetary requirements		●	●	●	●	
	Meetings, Incentives, Conferences and Exhibitions (MICE) Equipment Management and Venue Management	Manage resources for operation and maintenance of equipment required for Meetings, Incentives, Conferences and Exhibitions (MICE) events, including venue facilities and audio visual equipment		●	●	●	●	
Product Development, Content and Experience Management	Attractions Content and Experience Development and Delivery	Manage the content development and experience concepts within the attractions site to enhance visitor engagement and experience		●	●	●		
	Meetings, Incentives, Conferences and Exhibitions (MICE) Content and Experience Development and Delivery	Manage the content and experience for Meetings, Incentives, Conferences and Exhibitions (MICE) events, including programme and itinerary development, identification of key speakers and partners, and liaising with exhibitors regarding content curation, exhibition specifications and exhibition layouts		●	●	●	●	
	Product, Content and Experience Performance Management	Determine effectiveness of products, product improvements or variations through the analysis of data		●	●	●	●	●
	Tour and Travel Services Product and Experience Development and Delivery	Develop tour and travel products and services including programme itineraries, vendors selection and establish overall offering mix to enhance customers' travel experience		●	●	●	●	

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	Project Administration	Plan and coordinate project closures and documentation processes, and refine project administration policies and procedures		●	●	●		
	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, resources, budgets and resolving problems		●	●	●	●	
Tour and Travel Services Operations	Tour and Travel Coordination, Ticketing and Reservations Management	Develop policies and procedures for management of coordination, ticketing and travel reservations in support of customers' requirements	●	●	●			
	Tour Guide Operations	Manage tour guiding operations and duties, including the development of policies and procedures in compliance with legal and regulatory requirements of local tour operations			●	●		
	Tour Leading Operations	Manage overseas travel operations including performance of emergency responses and recovery procedures where necessary			●	●		

Overview of Technical Skills and Competencies

General Descriptor 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 areas of work, strategy or overall satisfaction	Empowered 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 new 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 performances of self and others	Exercise judgement; 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 other 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 assigned Accountable for tasks	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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Asian Compass Travel Pte. Ltd.
BCD Meetings & Events Asia Pacific Pte. Ltd.
BI Worldwide (Singapore) Pte. Ltd.
Bounce Singapore Pte. Ltd.
Branded Ltd.
Buffalo Tours (Singapore) Pte. Ltd.
Carlson Wagonlit Singapore Pte. Ltd.
Chan Brothers Travel Pte. Ltd.
Changi Travel Services Pte. Ltd.
Citystate Travel Pte. Ltd.
CloserStill Media Ltd.
CMA International Consultants Pte. Ltd.
Comexposium Singapore Pte. Ltd.
Commonwealth Travel Service Corporation Pte. Ltd.
Conference & Exhibition Management Services Pte. Ltd.
Destination Asia (Singapore) Pte. Ltd.
DMG Events Asia Pacific Pte. Ltd.
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East West Planners Pte. Ltd.
EU Holidays Pte. Ltd.
Expedia Singapore Pte. Ltd.
Experia Events Pte. Ltd.
FCM Singapore Pte. Ltd.
Flight Centre Travel Group
Fullerton Hotels & Resorts Pte. Ltd.
Gardens by the Bay
George P. Johnson (Singapore) Pte. Ltd.
Giamso International Tours Pte. Ltd.
Global Business Travel (Singapore) Pte. Ltd.
Global Travel Pte. Ltd.
Globe International Events Consultancy Pte. Ltd.
Globibo Pte. Ltd.
Hogg Robinson Singapore Pte. Ltd.
Hong Thai Travel Services (S) Pte. Ltd.
Hotelbeds Pte. Ltd.
IBC Asia (S) Pte. Ltd.
INX Events & Productions Pte. Ltd.
IQPC Worldwide Pte. Ltd.
Jack Morton Worldwide
Kingsmen Creatives Ltd.
Koelnmesse Pte. Ltd.
LC Travel Planners Pte. Ltd.
Mandarin Orchard Singapore
Marina Bay Sands Pte. Ltd.
MCI Group Asia Pacific Pte. Ltd.
Meeting Matters International Pte. Ltd.
Mega Adventure Holding Pte. Ltd.
Merlin Entertainments Singapore Pte. Ltd.
Messe Berlin (Singapore) Pte. Ltd.
Millennium Hotels and Resorts
Mint Museum of Toys
MP International Pte. Ltd.
National Gallery Singapore
National Heritage Board
National Heritage Board (Asian Civilisations Museum)
National Heritage Board (National Museum of Singapore)
National Heritage Board (Peranakan Museum)
National Heritage Board (Singapore Philatelic Museum)
National Parks Board
New Shan Travel Service Pte. Ltd.
Novotel Singapore Clarke Quay
One Faber Group
Pacific Arena Pte. Ltd.
Pacific World Meetings & Events Singapore Pte. Ltd.
Pegasus Travel Management Pte. Ltd.
Pico Art International Pte. Ltd.
PriceBreaker
Quotient TravelPlanner Pte. Ltd.
Rakan Riang Pte. Ltd.
RELX (Singapore) Pte. Ltd.
Resorts World at Sentosa Pte. Ltd.
RMG Tours Pte. Limited
SATS-Creuers Cruise Services Pte. Ltd.
Science Centre Singapore
Sentosa 4D Magix Pte. Ltd.
Sentosa Development Corporation
Siam Express Pte. Ltd.
Singapore Art Museum
Singapore Discovery Centre Ltd.
SingEx Venues Pte. Ltd.
SingExpress Travel Pte. Ltd.
Skyline Luge Sentosa Company Pte. Ltd.
Snow Venture Pte. Ltd.
Spark Planners Pte. Ltd.
Sphere Exhibits Pte. Ltd.
Star Holiday Mart Pte. Ltd.
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- Organisations for their contributions in the development and validation of the Skills Framework for Tourism
- Individuals who have agreed to share their personal career stories
- The union who has provided its views and support on behalf of its 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 their inputs on skills and competencies development

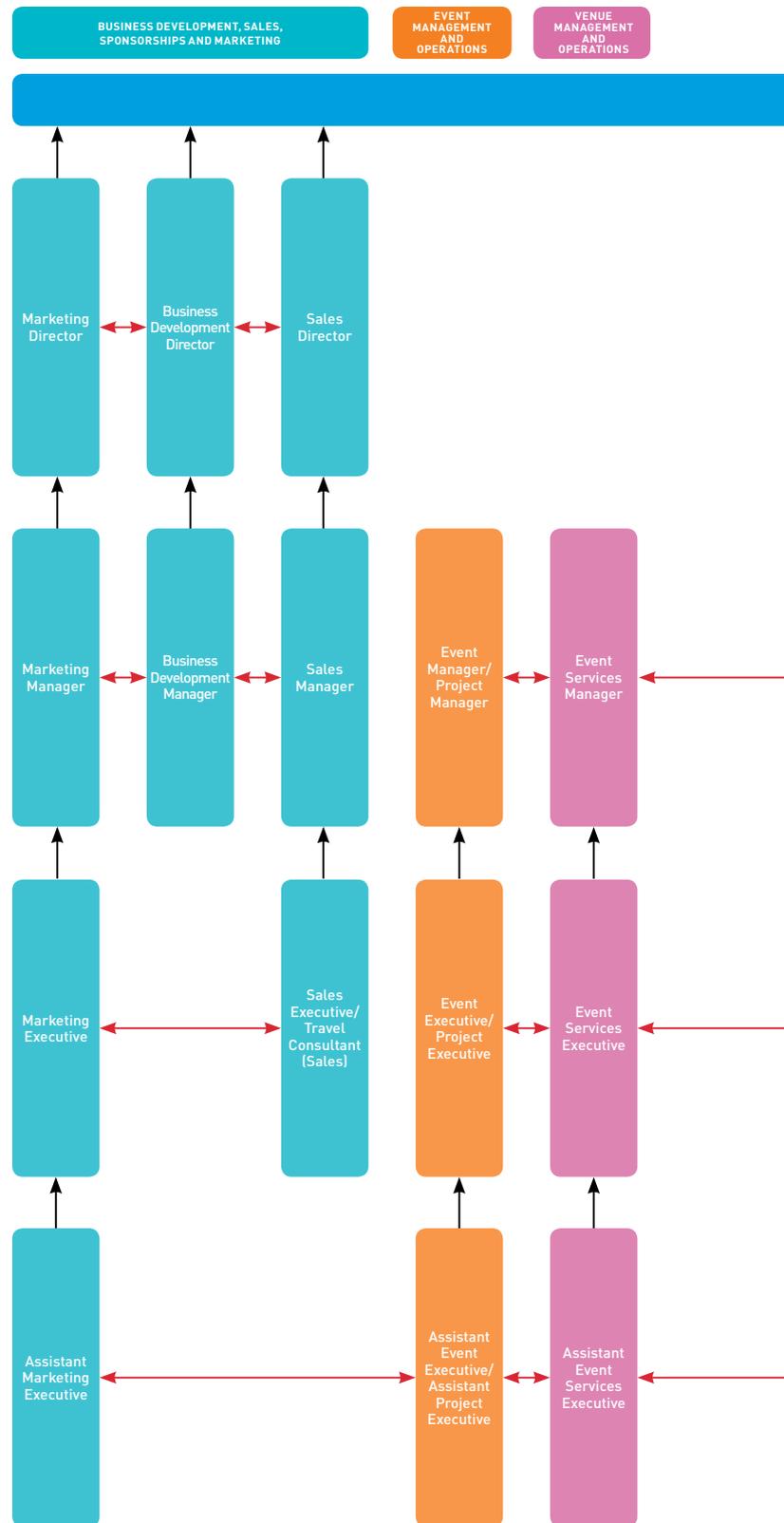
Sub-Sector Career Map — Attractions



- The Attractions industry is a core tourism sub-sector for Singapore, which brings about indirect economic benefits and creates demand in other tourism-related sectors such as accommodation, retail and dining.
- Singapore’s position as a leading Attractions destination is strengthened through **the creation of high impact, diverse and original experiences.**
- Key focus areas include the development of new attractions, the rejuvenation of existing attractions and the innovative activation of existing spaces for new attractions, with **an emphasis on delivering engaging and emotional experiences.**



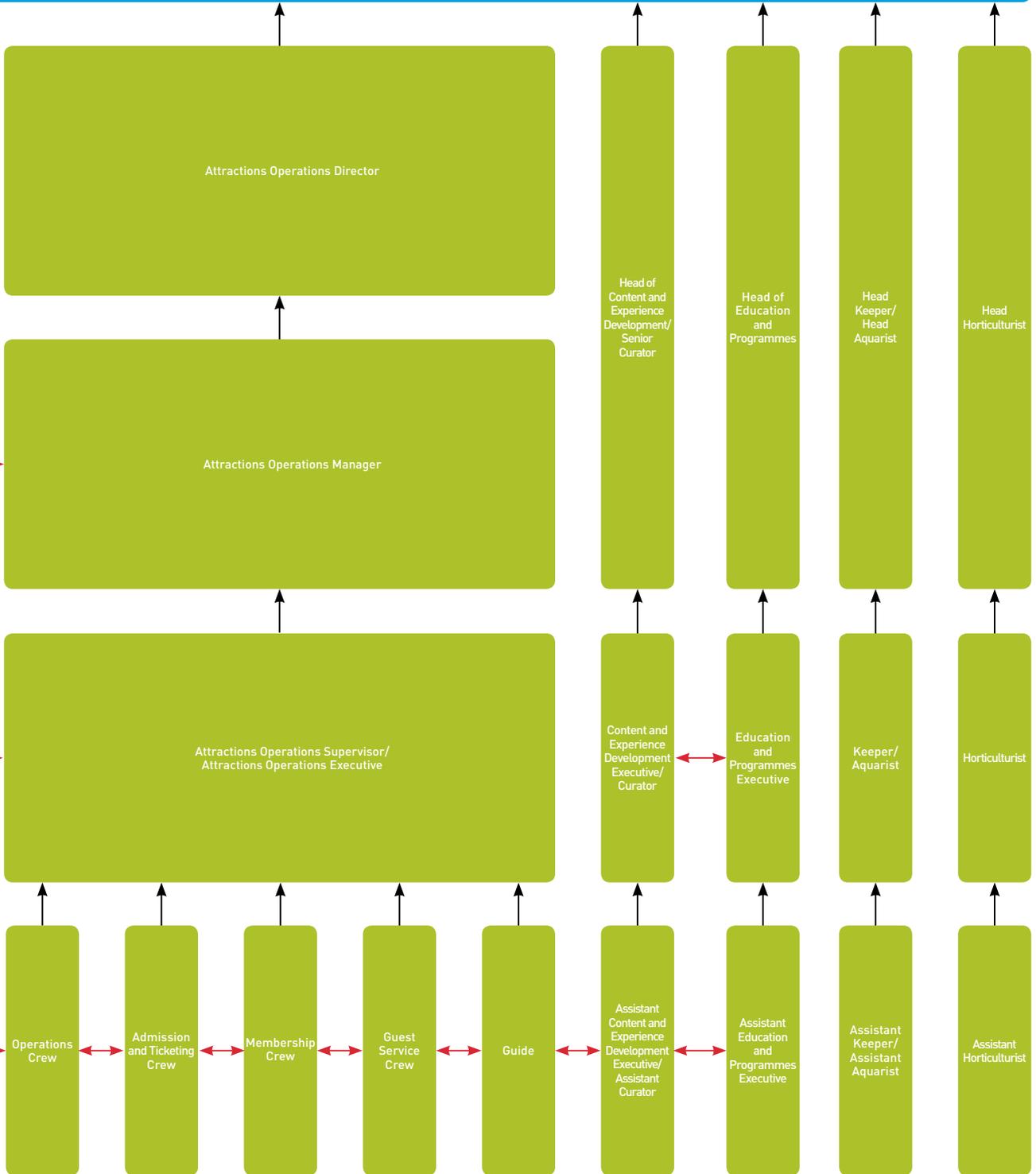
- New and exciting developments in the pipeline include **the Mandai Project, Sentosa Island and Jurong Lake District.** More attractions are also setting up in retail malls as part of a growing trend of retail-tainment.



The sub-sector career map serves as a reference to reflect the available job roles and possible career pathways in the Attractions Tourism sub-sector, which may vary depending on each company’s structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as company needs.

ATTRACTIONS MANAGEMENT AND OPERATIONS

Chief Executive Officer/Managing Director/General Manager



↔ Denotes lateral career progression within and/or between functional tracks

↑ Denotes vertical career progression

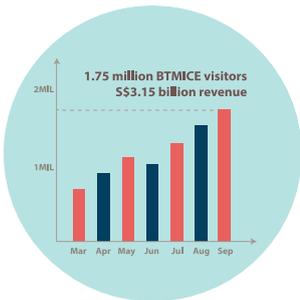
Sub-Sector Career Map — Meetings, Incentives, Conferences and Exhibitions (MICE)



- Singapore's presence on the global business stage makes it an attractive business tourism destination. Its fast-growing industry clusters include financial services, applied health sciences, technology, advanced manufacturing, design, travel, media, urban solutions and aerospace and logistics.



- Singapore is home to about **37,000 international companies** including **7,000 multinational companies***, of which about 4,000 have located their regional headquarters in the city-state.



- In 2017, Singapore welcomed **2.456 million Business Travel and Meetings, Incentive Travel, Conventions and Exhibitions (BTMICE) visitors** generating **\$4.335 billion in tourism receipts**.



- In 2016, STB supported more than **410 business events**, a **15% year-on-year growth**.



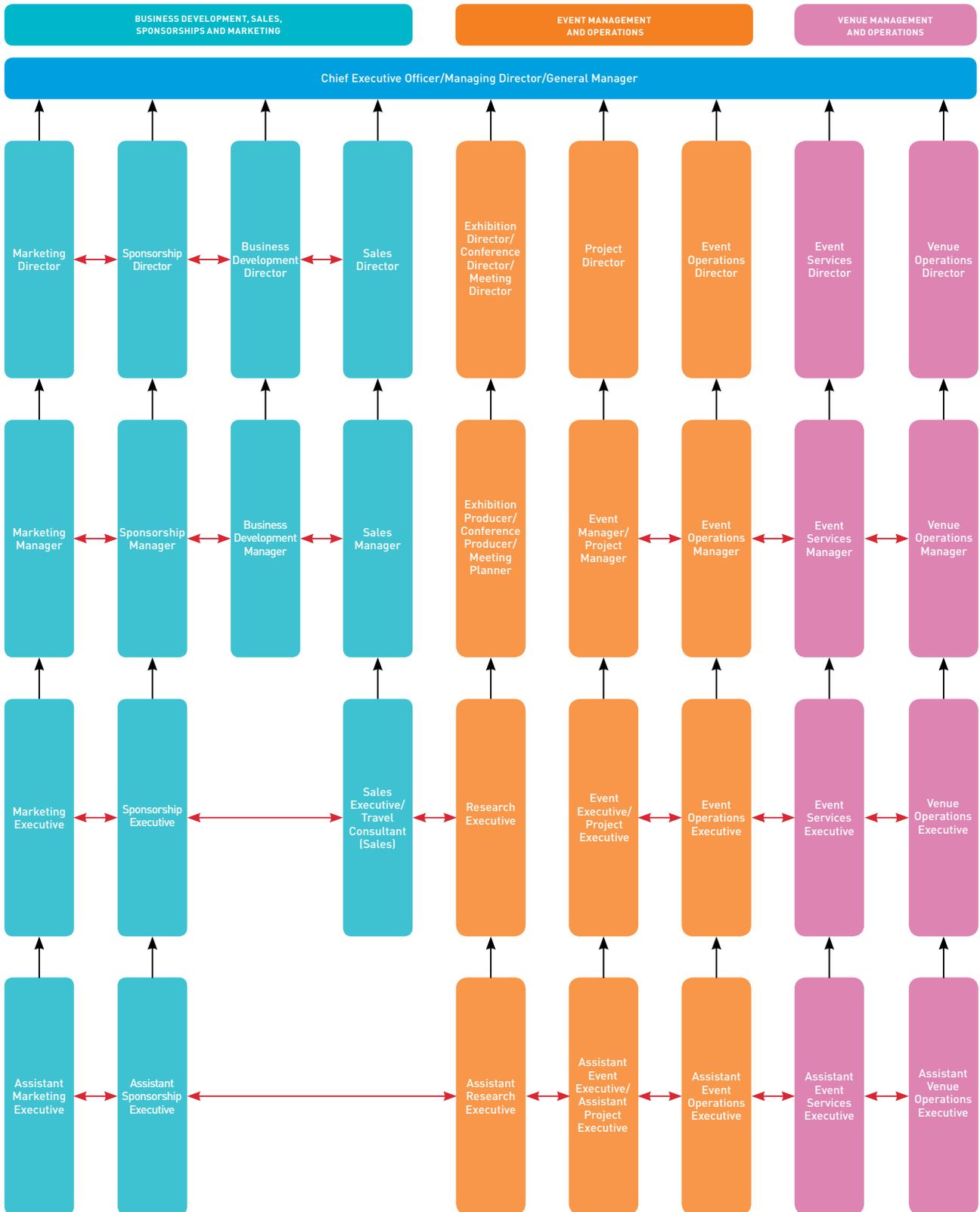
- These events generated over **343,000 visitor arrivals** and **\$611 million in tourism receipts***.



- With a track record of hosting Asia's most prominent events, Singapore continues to **deliver innovative solutions for the transfer of knowledge, ideas and connections to drive new possibilities** for the BTMICE sector in Singapore.

*Figures are obtained from STB's BTMICE Fact Sheet as of 14 February 2018

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



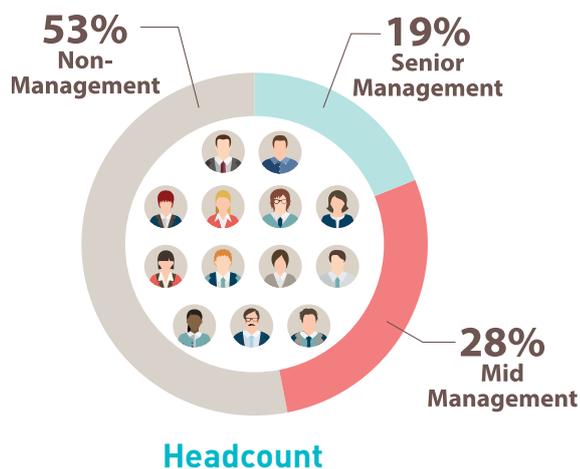
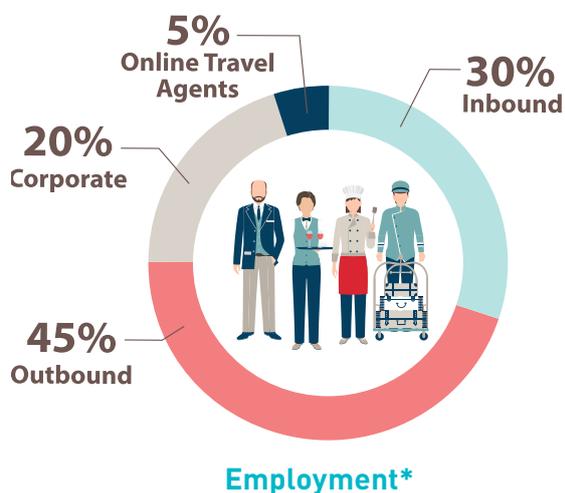
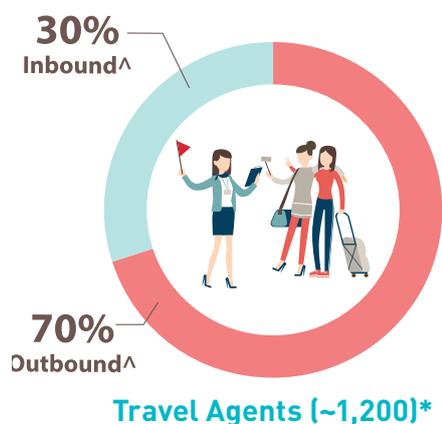
↔ Denotes lateral career progression within and/or between functional tracks

↑ Denotes vertical career progression

Sub-Sector Career Map — Tour and Travel Services

- The Tour and Travel Services sub-sector **plays a vital role in making Singapore an exciting destination** for visitors and **facilitating travel arrangements**.

- **1,201 travel agencies*** and **2,659 tourist guides#** in Singapore, offering unique travel experiences for local and visitors alike.

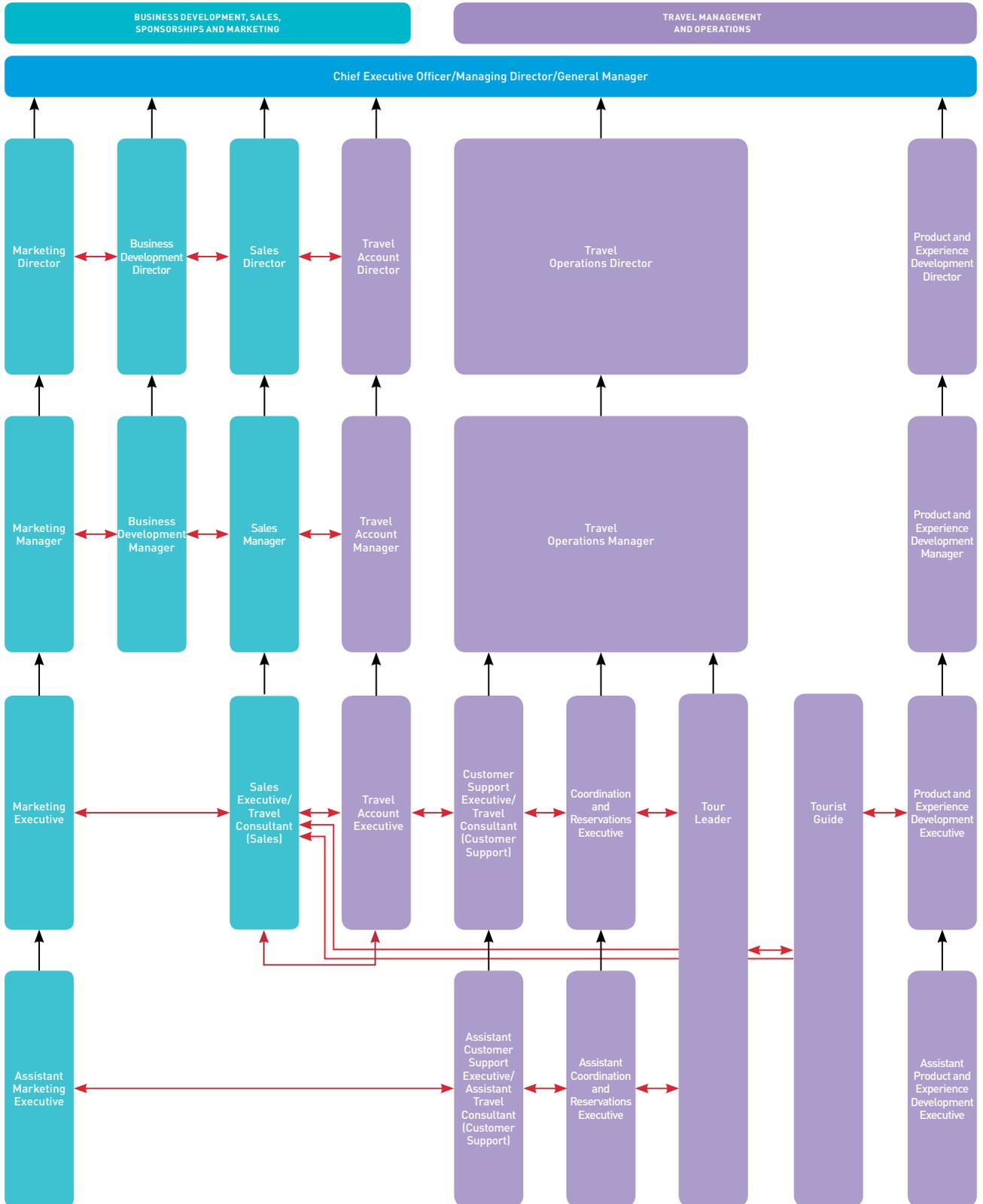


*Figures are obtained from STB's Travel Related Users' System (TRUST). Percentages are approximate figures.

#Figure is taken off the Tourist Guide Licensing System: Guides Online System.

[^]Inbound and outbound sector classification is determined by the nature of activities that make up at least 80% of revenue.

The sub-sector career map serves as a reference to reflect the available job roles and possible career pathways in the Tour and Travel Services sub-sector, which may vary depending on each company's structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as company needs.



↔ Denotes lateral career progression within and/or between functional tracks

↑ Denotes vertical career progression

Wage Information

Job Roles	Indicative Monthly Salary Range* (\$)
BUSINESS DEVELOPMENT, SALES, SPONSORSHIPS, AND MARKETING	
Assistant Marketing Executive	2,600 - 3,400
Assistant Sponsorship Executive	
Marketing Executive	
Sponsorship Executive	
Sales Executive/Travel Consultant (Sales)	
Marketing Manager	4,000 - 6,000
Sponsorship Manager	
Business Development Manager	
Sales Manager	
Marketing Director	8,000 - 13,900
Sponsorship Director	
Business Development Director	
Sales Director	
ATTRACTIONS MANAGEMENT AND OPERATIONS	
Operations Crew	1,600 - 2,100
Admission and Ticketing Crew	
Membership Crew	
Guest Service Crew	
Guide	
Attractions Operations Supervisor/Attractions Operations Executive	2,300 - 3,100
Attractions Operations Manager	3,700 - 5,500
Attractions Operation Director	8,800 - 12,800
EVENT MANAGEMENT AND OPERATIONS	
Assistant Research Executive	2,400 - 3,300
Assistant Event Executive/Assistant Project Executive	
Research Executive	
Event Executive/Project Executive	
Assistant Event Operations Executive	
Event Operations Executive	2,400 - 2,900
Exhibition Producer/Conference Producer/Meeting Planner	4,200 - 6,000
Event Manager/Project Manager	
Event Operations Manager	3,900 - 4,900
Exhibition Director/Conference Director/Meeting Director	7,300 - 10,900
Project Director	
Event Operations Director	7,000 - 11,000
VENUE MANAGEMENT AND OPERATIONS	
Assistant Event Services Executive	2,600 - 3,300
Event Services Executive	
Assistant Venue Operations Executive	2,200 - 3,300
Venue Operations Executive	
Venue Operations Manager	4,400 - 7,600
TRAVEL MANAGEMENT AND OPERATIONS	
Assistant Customer Support Executive/Travel Consultant (Customer Support)	2,300 - 4,000
Customer Support Executive/Travel Consultant (Customer Support)	
Assistant Coordination and Reservations Executive	2,200 - 2,900
Coordination and Reservations Executive	
Tourist Guide [^]	1,560 - 4,070
Assistant Product and Experience Development Executive	2,100 - 3,700
Product and Experience Development Executive	
Travel Account Executive	2,400 - 5,400
Travel Account Manager	3,600 - 9,800
Travel Operations Manger	3,600 - 5,700
Product and Experience Development Manager	3,500 - 4,600
Travel Account Director	10,000 - 15,800
Travel Operations Director	7,400 - 12,700
Chief Executive Officer/Managing Director/General Manager	8,000 - 20,000

Source: All wage data are obtained from a wage survey conducted in 2019 by Ernst & Young Solutions LLP commissioned by SkillsFuture Singapore, except for wage data for tourist guides which was obtained from a quantitative survey conducted in 2017 by Blackbox Research Pte. Ltd. This survey was commissioned by Singapore Tourism Board.

[^]Majority of tourist guides are self-employed personnel and their wages are dependent on market seasonality, guiding language, and types of assignments (e.g. sit-in-coach tours, bespoke tours).

Market seasonality refers to the changes in visitor arrivals from the various source markets, and is usually reflective of their typical holiday periods. Correspondingly, tourist guides would typically have more assignments and hence higher wages during peak months than normal or off-peak months.

*The above data reflects the monthly gross salary range in the sector. It includes basic pay and variable components based on individual employer's salary structure. Actual salaries may differ due to market conditions and company/organisation policies.

SKILLS FRAMEWORK FOR TOURISM

Career Pathways



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

Attractions
 Meetings, Incentives, Conferences and Exhibitions (MICE)
 Tour and Travel Services

These icons represent each of the three sub-sectors covered by the Skills Framework for Tourism. Icons that appear in the Job Role boxes indicate that the job role can be found in the sub-sector represented by that icon.

Denotes lateral career progression within and/or between functional tracks
 Denotes vertical career progression

SKILLS FRAMEWORK FOR TOURISM Career Pathways



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