



SINGAPORE
WORKFORCE SKILLS
QUALIFICATIONS

Leadership & People Management WSQ

Business Management WSQ

Dynamic Leaders Versatile Professionals

T-Shaped Professionals for a Knowledge Based Economy

In today's knowledge-based economy, it is no longer enough to be an expert in just one discipline. For professionals, managers, executives and technicians (PMETs) to be successful in different business environments and relevant globally, they also need to possess a set of portable skills and knowledge in related areas of business operations.

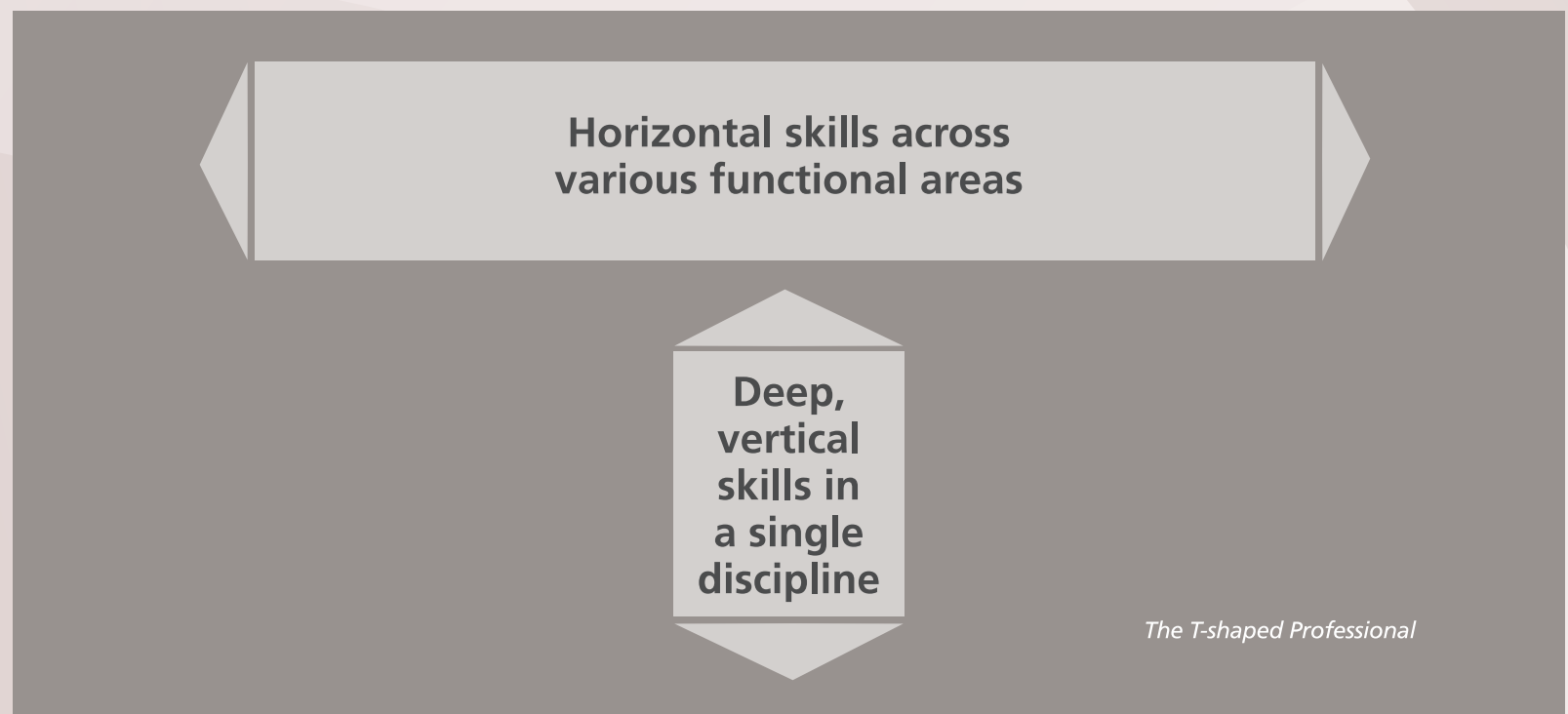
An engineer, for example, should not just possess technical skills to be deemed as competent. He must also have skills in other areas, such as managing team dynamics, budgeting, sales and marketing in order to move up the corporate ladder and economic value chain.

In 2009, a subcommittee within the Economic Strategies Committee (ESC) recognised the importance of developing "T-shaped Professionals" and recommended it to be part of the national Continuing Education and Training (CET) system to broaden the skills base of the Singapore workforce.

The following Workforce Skills Qualifications (WSQ) frameworks – Leadership and People Management (LPM), as well as Business Management (BM) – were developed by the Singapore Workforce Development Agency (WDA), in consultation with various industry partners, to help facilitate the development of T-shaped professionals in Singapore.

The diagram below illustrates what makes up the T-shaped Professional – in-depth disciplinary skills and knowledge in one field, with a general breadth of knowledge in other disciplines. According to Dorothy Leonard, a Harvard business professor, T-shaped Professionals are valued in organisations because they "are able to shape their knowledge to fit the problem at hand...they are capable of convergent, synergistic thinking."

(Source: Coevolving Innovations - <http://coevolving.com/blogs/index.php/archives/t-shaped-professionals-t-shaped-skills-hybrid-managers/>)



The T-shaped Professional

“ Our **frontline leaders** in SIA are empowered to lead our service teams to achieve the highest levels of service excellence. They are trained in core functional skills as well as given the opportunity to develop their **leadership potential** as they grow in the organisation.”

The Leadership & People Management WSQ provides them with the **people-management competencies** to effectively perform in their current and future leadership roles. ”

Chow Kok Wah
Senior Vice President
Singapore Airlines (Cabin Crew Division)
A LPM WSQ In-house Approved Training Organisation

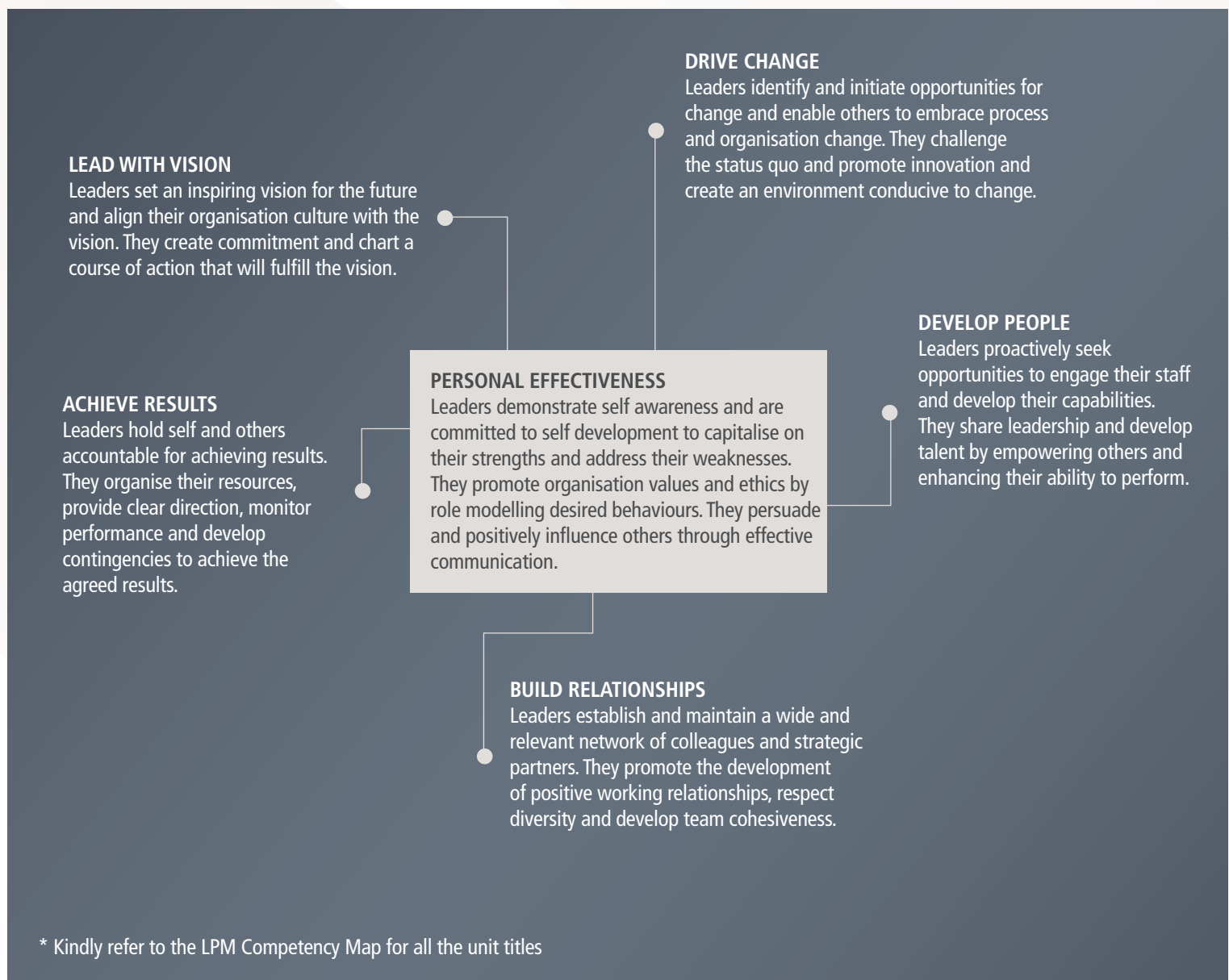
Leadership & People Management WSQ

A Gallup management study in 2006 showed that although Singapore consistently ranked as one of the world's most competitive economies, it lagged behind in terms of leadership and people management practices.

This is where the Leadership & People Management Workforce Skills Qualifications (LPM WSQ) by the Singapore Workforce Development Agency (WDA) comes in.

The LPM WSQ framework is designed to benchmark corporate leadership capabilities and provides a leadership development roadmap for business leaders and managers in Singapore. It has been developed and validated rigorously with involvement from leaders across various industries that have identified LPM as a core functional skill for business leaders.

The LPM WSQ framework comprises 27 competencies in 6 areas across 4 occupational levels.



LPM WSQ Qualifications

WSQ Level	Qualification
6	WSQ Graduate Diploma in Organisational Leadership
5	WSQ Specialist Diploma in Leadership and People Management
4	WSQ Professional Diploma in Leadership and People Management
3	WSQ Advanced Certificate in Team Leadership

An individual would need to complete 6 Core units and 2 Elective units to obtain a qualification. The elective units can be selected from this framework or any other WSQ framework. These can be obtained from within the same level as the qualification or taken from 1 level above or below that level.



LPM WSQ as a toolkit for:

Competency Assessment

- Identify critical competencies required at different leadership levels
- Create roadmaps for leadership development

Competency-based Training

- Develop up to 27 competencies in leadership and people management through structured bite-sized competency-based training modules
- Keep up-to-date with the latest trends and practices through peer learning and sharing

Nationally Recognised Certification

- Gain formal recognition through nationally recognised Statement of Attainment (SOA) awarded upon completion of each competency-based training programme
- Achieve LPM WSQ qualifications by accumulating SOAs

Leadership and People Management WSQ Competency Map

		CORE UNITS			
Key Attributes		Passion • Initiative • Entrepreneurship • Charisma • Open-Mindedness			
Competency Category		Lead with Vision	Drive Change	Build Relationships	
Themes		<ul style="list-style-type: none"> • Direction and strategy • Corporate governance and social responsibility • Organisation culture development • Inspiring commitment 	<ul style="list-style-type: none"> • Innovation • Process improvement • Identification of change opportunities • Risk taking 	<ul style="list-style-type: none"> • Encouraging participation • Building teams • Business networking • Promoting diversity • Conflict management 	
Definition		Leaders set an inspiring vision for the future and align their organisation culture with the vision. They create commitment and chart a course of action that will fulfil the vision.	Leaders identify and initiate opportunities for change and enable others to embrace process and organisation change. They challenge the status quo and promote innovation and create an environment conducive to change.	Leaders establish and maintain a wide and relevant network of colleagues and strategic partners. They promote the development of positive working relationships, respect diversity and develop team cohesiveness.	
Graduate Diploma in Organisational Leadership					
Transformational	Level 6	<ul style="list-style-type: none"> • Chief Executive Officer • Divisional Director 	Lead Organisation <ul style="list-style-type: none"> • Establish strategic priorities for the organisation • Drive the development of organisation vision and culture • Provide organisational leadership, direction and governance 	Lead Change <ul style="list-style-type: none"> • Build an environment conducive to taking risks • Analyse opportunities for change and innovation • Apply systems thinking to lead change and innovation 	Establish Organisational Relationships <ul style="list-style-type: none"> • Develop strategic leadership networks • Create a diverse and cooperative work environment • Participate in and support team building initiatives
	Specialist Diploma in Leadership & People Management				
Managerial	Level 5	<ul style="list-style-type: none"> • Department Head • Deputy Director • Senior Manager 	Lead Managers <ul style="list-style-type: none"> • Contribute to organisational strategy development • Develop strategies to comply with corporate governance requirements • Provide guidance and direction to line managers 	Facilitate Change <ul style="list-style-type: none"> • Facilitate an environment conducive to taking risks • Identify opportunities for change and innovation • Apply systems thinking to facilitate change and innovation 	Foster Business Relationships <ul style="list-style-type: none"> • Develop and maintain business and professional networks • Encourage workforce diversity • Manage conflict
	Professional Diploma in Leadership & People Management				
Managerial	Level 4	<ul style="list-style-type: none"> • Department Manager • Manager 	Lead Team <ul style="list-style-type: none"> • Facilitate implementation of organisation strategies • Promote compliance with corporate governance requirements • Provide direction and guidance to team leaders 	Manage Change <ul style="list-style-type: none"> • Facilitate innovation in the workplace • Manage the implementation of change strategies and processes • Monitor and evaluate impact of change on team leaders 	Cultivate Workplace Relationships <ul style="list-style-type: none"> • Build workplace relationships • Promote workforce diversity • Manage conflict
	Advanced Certificate in Team Leadership				
Managerial	Level 3	<ul style="list-style-type: none"> • Supervisor • Assistant Manager • Team Leader 	Support Team <ul style="list-style-type: none"> • Conduct team planning activities • Demonstrate organisational values • Build support and commitment within the team 	Implement Change <ul style="list-style-type: none"> • Identify opportunities for innovation • Implement changes to work practices • Implement continuous improvement systems and processes 	Build Team Relationships <ul style="list-style-type: none"> • Participate in networks • Develop team cohesiveness • Resolve conflict within the team

Note : An individual will need to complete 6 Core units and 2 Elective units to obtain a qualification. These elective units can be selected from this framework or any other WSQ framework. These can be obtained from within the same level as the qualification or taken from 1 level above or below that level.

CORE UNITS			ELECTIVE UNITS
<ul style="list-style-type: none"> • Resilience • Dynamism • Reliability • Versatility • Integrity 			
Develop People	Achieve Results	Personal Effectiveness	
<ul style="list-style-type: none"> • Coaching and mentoring • Learning and development • Employee engagement • Encouragement • Empowerment 	<ul style="list-style-type: none"> • Performance management • Delegation • Accountability • Crisis and risk management • Resource management 	<ul style="list-style-type: none"> • Self awareness and development • Ethics • Ambiguity / uncertainty • Role modelling • Communication 	
Leaders proactively seek opportunities to engage their staff and develop their capabilities. They share leadership and develop talent by empowering others and enhancing their ability to perform.	Leaders hold self and others accountable for achieving results. They organise their resources, provide clear direction, monitor performance and develop contingencies to achieve the agreed results.	Leaders demonstrate self awareness and are committed to self development to capitalise on their strengths and address their weaknesses. They promote organisation values and ethics by role modelling desired behaviours. They persuade and positively influence others through effective communication.	
Grow Leaders	Lead Achievement of Results	Master Personal Effectiveness	<ul style="list-style-type: none"> • Build positive relationships with the board • Represent and promote the organisation • Act as an effective board member
<ul style="list-style-type: none"> • Identify and groom successors • Support organisational learning and development • Engage all employees 	<ul style="list-style-type: none"> • Establish business objectives • Establish strategies to manage and reward performance • Monitor organisation performance 	<ul style="list-style-type: none"> • Communicate effectively • Persuade and influence stakeholders • Lead decision making 	
Engage People	Facilitate Achievement of Results	Develop Personal Effectiveness	
<ul style="list-style-type: none"> • Review organisational talent capability • Develop high potential employees • Engage and support managers 	<ul style="list-style-type: none"> • Develop business plans to achieve success • Drive the implementation of strategies to manage and reward performance • Monitor divisional performance 	<ul style="list-style-type: none"> • Communicate effectively • Influence management and organisation decision making • Develop own leadership style and capability 	
Enable People	Manage Achievement of Results	Manage Self	
<ul style="list-style-type: none"> • Identify team leaders' skill requirements • Facilitate learning opportunities of team leaders • Coach team leaders 	<ul style="list-style-type: none"> • Develop team plans • Manage and reward team performance • Monitor implementation of team plans 	<ul style="list-style-type: none"> • Communicate effectively • Influence decision making • Demonstrate commitment to self development 	
Encourage People	Support Achievement of Results	Develop Self	
<ul style="list-style-type: none"> • Identify skill development needs • Address skill development needs • Motivate employee independence and development 	<ul style="list-style-type: none"> • Interpret and implement team plans • Manage and reward team performance • Monitor implementation of team plans 	<ul style="list-style-type: none"> • Communicate effectively • Lead team decision making • Develop and maintain professional competence 	

Becoming a Better Leader



“ As employers, we need to provide our people with the competencies needed to **succeed in this competitive market**. The LPM WSQ framework doesn't just upgrade the skills of our staff, it also raises organisation performance at the same time – a **win-win situation** for both employees and the organisation. ”

Chew Thye Chuan
Managing Director
Field Catering and Supplies Pte Ltd
- Supported LPM WSQ programmes at PACE O.D. Academy

For more information on LPM WSQ and a list of the Approved Training Organisations (ATOs), please visit www.wda.gov.sg/lpm_wsq or contact us at 6883 5885 or wda_enquiry@wda.gov.sg.

“ **The Business Management WSQ** framework offers a holistic skills and competency model for professional development in today’s and tomorrow’s organisations. With the shift towards a **service** and **knowledge-based economy**, developing T-shaped professionals is no longer a human resource priority but a business imperative. For Singapore organisations to accelerate this shift, the BM WSQ framework can be adopted in its entirety, or leveraged to supplement in-house competency models, to implement a **robust** and **sustainable talent management** practice. ”

Roy HK Chan
Enterprise Learning Consultant
Center for Learning and Development
IBM Growth Markets

Business Management WSQ

The Business Management Workforce Skills Qualifications (BM WSQ) framework has been developed to equip leaders and managers in Singapore with the necessary business management competencies to help their organisations succeed.

The BM WSQ framework was initiated with the support of industry partners to develop versatile “T-shaped Professionals” – people who possess deep skills in a specific

domain area along with general knowledge of other related areas in business operations. Its comprehensive approach ensures that PMETs seeking to develop their career further will be equipped with valuable skills that will make them an asset in any workplace. This would empower working professionals with the competencies to remain competitive globally and operate successfully in different business environments.

The BM WSQ framework comprises more than 200 BM competencies in 9 functional areas across 4 occupational levels.



The table below maps out sample job titles pegged at the various WSQ levels. This serves as a guide for the range of BM WSQ modules individuals can choose from based on their current job scope and role.

WSQ Level	Typical Responsibilities	Job Roles
6	Directs business strategies and endorses policies and plans	Chief Executive Officer, Chief Finance Officer, Chief Communications Officer, Chief Operating Officer, Chief Audit Executive
5	Provides input to and coordinates with leaders at Level 6; develops business strategies and plans; reviews and evaluates plans	Finance Division Head, Human Resource Director, Marketing Director, Project Sponsor, Vice President, Licensing Head
4	Implements and monitors organizational programmes and recommends solutions	Sales Manager, Finance Manager, Project Manager, Assistant Manager, Relationship Manager, Programme Manager, Research & Development Engineer
3	Executes plans, policies and procedures; applies knowledge of concepts and provides feedback	Finance Executive, Analyst, Associate, Project Lead, Project Executive, Team Leads, Junior Relationship Manager, Patent Engineer, IP Administrative Officer

BM WSQ as a toolkit for:

Competency Assessment

- Identify key competencies required to develop T-shaped Professionals at different occupational levels
- Create developmental roadmaps for talent management

Competency-based Training

- Keep up-to-date with industry trends and practices in business management with more than 200 competency-based training modules
- Develop business management skills through bite-sized modular training programmes

Nationally Recognised Certification

- Gain formal recognition through nationally recognised Statement of Attainment (SOA) awarded upon completion of each competency-based training programme



Business Management WSQ Competency Map

Strategy Planning and Implementation	
Level	Competency
6	<ul style="list-style-type: none"> Direct organisational strategies and set targets Develop and drive organisational vision, mission and values Direct and review organisational analysis Define business opportunities
5	<ul style="list-style-type: none"> Develop organisational strategies and policies Communicate organisational vision, mission and values Establish and evaluate systems to achieve organisational targets Establish operational plans for the business function Conduct functional analysis for the organisation Evaluate organisational performance Evaluate business environment Develop a business plan Establish business strategies for the business function
4	<ul style="list-style-type: none"> Provide information for management decision making Manage and review systems and processes Research and analyse business opportunities Implement a business plan Write a business plan Manage resource planning Manage external service providers
3	<ul style="list-style-type: none"> Support strategic and operational plans Draft meeting minutes Measure and plan own performance and behaviour Display critical thinking and analytical skills Assist in the development of a business plan

IP Management	
Level	Competency
6	<ul style="list-style-type: none"> Direct intellectual property management strategies and objectives
5	<ul style="list-style-type: none"> Establish intellectual property policies and tactics Evaluate business prospects of intellectual property
4	<ul style="list-style-type: none"> Monitor and maintain intellectual property processes Evaluate business significance of intellectual property
3	<ul style="list-style-type: none"> Participate in and support intellectual property processes Identify and categorise intellectual property Support intellectual property registration

Communications	
Level	Competency
6	<ul style="list-style-type: none"> Direct relationships with stakeholders Advocate organisation's interests
5	<ul style="list-style-type: none"> Establish investor relationship building programmes Establish and maintain strategic business partner relationships Establish public relations strategies Establish internal communications platforms and channels Resolve conflicts with stakeholders Conduct presentation to senior management
4	<ul style="list-style-type: none"> Manage programmes and activities to enhance stakeholder relationships Manage meetings Conduct interviews Articulate and discuss ideas
3	<ul style="list-style-type: none"> Identify and establish internal and external stakeholder relationships Participate in programmes and activities to enhance stakeholder relationships Present information Write reports Coordinate business meetings

Project Management	
Level	Competency
6	<ul style="list-style-type: none"> Steer programme
5	<ul style="list-style-type: none"> Direct integration of projects Establish project feasibility Establish project scope Review and endorse project plan and deliverables Lead programme and project after action review
4	<ul style="list-style-type: none"> Conduct project feasibility study Manage project scope Manage project team Manage project stakeholder relations Manage project resources Manage project procurement Manage project costs Manage project timeline Manage project quality Manage project risk Manage project knowledge and communication Conduct project after action review
3	<ul style="list-style-type: none"> Apply project scope management techniques Apply project cost management techniques Apply project time management techniques Apply project quality control procedures Apply project risk management techniques Document project processes and outcomes Implement project administration processes

*Kindly refer to the Leadership and People Management (LPM) WSQ competency map for the LPM competencies.

Level	Organisational Development		
	Knowledge Management	Innovation Management	Change Management
	Competency	Competency	Competency
6	<ul style="list-style-type: none"> • Direct knowledge and information management strategies 	<ul style="list-style-type: none"> • Lead and be accountable for innovation within the organisation 	<ul style="list-style-type: none"> • Lead change management
5	<ul style="list-style-type: none"> • Develop and establish a knowledge management system 	<ul style="list-style-type: none"> • Facilitate innovation process within the organisation 	<ul style="list-style-type: none"> • Direct end-to-end change management
4	<ul style="list-style-type: none"> • Implement a knowledge management system • Manage a knowledge management system • Establish documentation policies and processes 	<ul style="list-style-type: none"> • Manage innovation in the business function 	<ul style="list-style-type: none"> • Manage change at programme level
3	<ul style="list-style-type: none"> • Utilise a knowledge management system • Collate and present workplace information from a knowledge management system 	<ul style="list-style-type: none"> • Contribute to innovation process within own scope of work in business unit 	<ul style="list-style-type: none"> • Support implementation of change management programmes and initiatives

Level	Business Development	
	Sales and Marketing	Business Negotiation
	Competency	Competency
6	<ul style="list-style-type: none"> • Direct organisational sales and marketing strategies and business targets 	<ul style="list-style-type: none"> • Direct negotiation policy and develop negotiation limits
5	<ul style="list-style-type: none"> • Direct market research • Develop domestic sales and marketing operational plans • Develop international sales and marketing operational plans • Evaluate sales and marketing outcomes • Develop social media strategies 	<ul style="list-style-type: none"> • Manage and direct negotiations • Manage dispute mediation
4	<ul style="list-style-type: none"> • Manage market research • Interpret market trends and developments • Analyse customer behaviour • Analyse competitors • Identify new sales and marketing opportunities • Develop marketing message • Manage marketing campaigns • Manage international marketing programmes • Manage customer acquisition and retention programmes • Manage relationship with customers • Manage advertising campaigns • Manage distribution channels • Manage product and brand development • Cost product • Manage product pricing programmes • Respond to a request for proposal • Manage social media platforms 	<ul style="list-style-type: none"> • Participate in negotiations • Participate in dispute resolution
3	<ul style="list-style-type: none"> • Conduct market research • Conduct market profiling • Analyse the impact of customer behaviour on sales and marketing strategies • Prepare sales and marketing collaterals • Support development of marketing message • Develop product knowledge • Contribute to marketing campaigns • Monitor customer service standards • Support the execution of customer acquisition and retention programmes • Contribute to advertising campaigns • Write proposal • Secure prospect commitment • Monitor social media platforms 	<ul style="list-style-type: none"> • Apply basic negotiation skills and techniques

Financial Management		
Level	Finance	Accounting
	Competency	Competency
6	<ul style="list-style-type: none"> Set organisation's finance philosophy and strategies Endorse financial and treasury management policies, systems, budgets and plans 	<ul style="list-style-type: none"> Endorse accounting policies, plans and financial reports
5	<ul style="list-style-type: none"> Develop and establish corporate finance strategies Develop and establish financial, credit and treasury management policies and systems Develop and establish financial budget and plans Evaluate organisation's financial performance 	<ul style="list-style-type: none"> Establish financial reporting process Evaluate management accounting information Evaluate tax decisions Evaluate and interpret financial reports Evaluate financial audit report findings Evaluate accounting information systems
4	<ul style="list-style-type: none"> Manage dividend policies and procedures Manage credit and treasury operations Manage budgeting and forecasting processes for the business unit Manage working capital for the business unit Manage financial, investment and operating risk Monitor cash flow reports Conduct financial analysis of the business unit Interpret financial valuations Review and implement financial controls 	<ul style="list-style-type: none"> Review financial reports for accuracy Manage preparations for financial audit Prepare management accounting information Manage accounting information systems
3	<ul style="list-style-type: none"> Perform treasury operations Prepare credit risk report Prepare budget for the business unit Prepare working capital calculations for the business unit Prepare cash flow report for the business unit Conduct financial analysis calculations for the business unit Assist in financial valuation preparations 	<ul style="list-style-type: none"> Prepare consolidated financial reports Analyse financial statements Apply knowledge of accounting-related concepts

Enterprise Risk Management		
Level	Risk Management	Business Continuity Management
	Competency	Competency
6	<ul style="list-style-type: none"> Set risk appetite and risk goals Endorse risk management philosophy and strategies Endorse the principles of corporate governance and compliance in the organisation 	<ul style="list-style-type: none"> Endorse business continuity framework, strategies, policies and plans Provide leadership during crisis situations
5	<ul style="list-style-type: none"> Establish organisation's risk appetite and risk goals Establish and develop risk management philosophy and strategies Develop a risk management framework, policy and process Refine risk management policies and processes Establish risk management communication and reporting structure Establish processes for the management of non-compliance Establish operational plan to manage environmental risk Implement leading industry standards Manage risk across business units 	<ul style="list-style-type: none"> Develop and maintain business continuity strategies, policies and guidelines Establish business continuity processes Establish crisis communication management plan Develop incident response strategies Direct management of crisis situations
4	<ul style="list-style-type: none"> Evaluate and review compliance with applicable legislation and regulations for the business unit Operationalise and manage corporate governance policy for the business unit Manage and monitor the operation of compliance management requirements and system Manage risk in the business unit Promote appropriate risk management activities 	<ul style="list-style-type: none"> Monitor environmental factors to anticipate change and / or impacts on business function Conduct crisis assessment Integrate business continuity management into organisation's operations Develop and implement training roadmap for crisis situations Manage and implement business continuity plans Evaluate business continuity plans Manage crisis situations Execute a crisis communication management plan Manage post-event reviews
3	<ul style="list-style-type: none"> Facilitate compliance with legislative and regulatory requirements Analyse risk management data through the effective use of risk tools Apply risk management procedures 	<ul style="list-style-type: none"> Analyse organisation's dependencies that may impact on the organisation and an individual's work role Facilitate the development of business continuity strategies and plans Conduct business continuity exercise test Execute crisis management plan

For more information on BM WSQ and a list of the Approved Training Organisations (ATOs), please visit www.wda.gov.sg/bm_wsq or contact us at 6883 5885 or wda_enquiry@wda.gov.sg.



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