

FACTSHEET

Leadership and People Management (LPM) WSQ Framework Transition

About the Skills Framework

1 The Skills Framework is an integral component of the Industry Transformation Maps and it is co-created by employers, industry associations, unions, education and training institutions and government for the Singapore workforce. The Skills Framework provides key information on sector and employment, career pathways, occupations/job roles, as well as existing and emerging skills required for the occupations/job roles. It also provides a list of training programmes for skills upgrading and mastery.

2 The Skills Framework aims to create a common skills language for individuals, employers, and education and training providers. This further facilitates skills recognition and supports the design of training programmes for skills and career development. The Skills Framework is also developed to build deep skills for a lean workforce, enhance business competitiveness and support employment and employability.

Who is it for?

3 The target groups for Skills Framework are as follows:

- **Individuals** who wish to join or progress within the sector will be able to assess their career interest, identify relevant training programmes to upgrade their skills and prepare for their desired jobs;
- **Employers** will be able to recognise these skills and invest in training their employees for career development and skills upgrading;
- **Education and training providers** can gain insights on sector trends, existing and emerging skills that are in demand, and design programmes to address the sector needs accordingly; and
- **Government, unions and professional bodies** will be able to analyse skills gaps and design appropriate SkillsFuture initiatives to upgrade the manpower capability and professionalise the sector.

Key components of the Skills Framework

4 The Skills Framework contains information on employment, career pathways, occupations/job roles, skills and competencies and training programmes.

The key components include:

- Sector information – provide information on key statistics, trends and workforce profiles in the sector
- Career pathways – depict the pathways for vertical and lateral progression for advancement and growth;
- Occupations and job roles – covers existing and emerging technical skills and competencies, and their respective descriptions; and
- Training programmes for skills upgrading and mastery – provides information on training programmes which will help aspiring individuals and in-service employees acquire skills required for various jobs.

Transition of Leadership and People Management (LPM) WSQ Framework

5 Moving forward, the Singapore Workforce Skills Qualifications (WSQ) Framework remains as a key Continuing Education and Training (CET) credential system to facilitate skills certification and recognition. It will make reference to the Skills and Competencies in the Skills Framework in the development of programmes and qualifications.

6 Each Skills Standard (SS) within LPM will be mapped to TSCs across various Skills Frameworks, at the corresponding levels. Please refer to Annex A for the full mapping details.

* *This is with the exception of two LPM elective units, which will be expired due to lack of adoption. These units are:*

- *Build Positive Relationship with the Board (LPM-GEN-601E-0)*
- *Represent and Promote the Organisation (LPM-GEN-602E-0)*

7 Existing LPM qualification bundles and naming convention will be retained. Table 1 illustrates the current qualification construct that will be retained moving forward.

Table 1: LPM Qualification Bundles

Qualification	WSQ Level	No. of Modules (Existing)			No. of Modules (Post-Transition)		
		Core	Elective	Total	Core	Elective	Total
Advanced Certificate in Team Leadership	3	6	2	8	6	2	8
Professional Diploma in Leadership and People Management	4	6	2	8	6	2	8
Specialist Diploma in Leadership and People Management	5	6	2	8	6	2	8

Graduate Diploma in Organisational Leadership	6	6	2	8	6	2	8
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8 Table 2 illustrates a comparison of the qualification make-up for “Advanced Certificate in Team Leadership” under the existing WSQ construct and the SFw construct.

Table 2: Qualification Bundle for Advanced Certificate in Team Leadership

S/N	Existing WSQ Framework		Skills Framework	
1	Core	Lead Team to Develop Operational Plan	TSC	Vision Leadership (Level 3)
2	Core	Lead Team to Implement Change	TSC	People Change Management (Level 3)
3	Core	Build Team Relationships	TSC	Organisational Relationship Building (Level 3)
4	Core	Develop and Motivate Team Members through Capability Development	TSC	People Development (Level 3)
5	Core	Monitor and Reward Performance in a Team to Support Achievement of Results	TSC	People and Performance Management (Level 3)
6	Core	Develop Self to Maintain Professional Competence at Supervisory Level	TSC	Personal Effectiveness (Level 3)
7	Elective	<i>Any 2 units from any WSQ framework, from within the same level as the qualification or taken from 1 level above or below that level</i>	TSC	<i>Any 2 TSCs from any SFw at the same level as the qualification or taken from 1 level above or below that level</i>
8	Elective		TSC	

9 Table 3 illustrates a comparison of the qualification make-up for “Professional Diploma in LPM” under the existing WSQ construct and the SFw construct.

Table 3: Qualification Bundle for Professional Diploma in LPM

S/N	Existing WSQ Framework		Skills Framework	
1	Core	Lead Team Leaders to Develop Business Strategies and Governance Management	TSC	Vision Leadership (Level 4)
2	Core	Facilitate Innovation and Lead Team Leaders to Implement Change	TSC	People Change Management (Level 4)

3	Core	Cultivate Workplace Relationships and Diversity	TSC	Organisational Relationship Building (Level 4)
4	Core	Develop Team Leaders through Capability Development and Coaching	TSC	People Development (Level 4)
5	Core	Monitor and Reward Performance Across Teams to Manage Achievement of Results	TSC	People and Performance Management (Level 4)
6	Core	Develop Self to Maintain Professional Competence at Managerial Level	TSC	Personal Effectiveness (Level 4)
7	Elective	<i>Any 2 units from any WSQ framework, from within the same level as the qualification or taken from 1 level above or below that level</i>	TSC	<i>Any 2 TSCs from any SFw at the same level as the qualification or taken from 1 level above or below that level</i>
8	Elective			

10 Table 4 illustrates a comparison of the qualification make-up for “Specialist Diploma in LPM” under the existing WSQ construct and the SFw construct.

Table 4: Qualification Bundle for Specialist Diploma in LPM

S/N	Existing WSQ Framework		Skills Framework	
1	Core	Lead Managers to Develop Organisational and Governance Strategies	TSC	Vision Leadership (Level 5)
2	Core	Facilitate Innovation and Lead Managers to Manage Change	TSC	People Change Management (Level 5)
3	Core	Foster Business Relationships and Organisational Diversity	TSC	Organisational Relationship Building (Level 5)
4	Core	Develop Managers and High Potential Employees through Organisational Talent Capability Review	TSC	People Development (Level 5)
5	Core	Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results	TSC	People and Performance Management (Level 5)
6	Core	Develop Self to Maintain Professional Competence	TSC	Personal Effectiveness (Level 5)

		at Senior Management Level		
7	Elective	<i>Any 2 units from any WSQ framework, from within the same level as the qualification or taken from 1 level above or below that level</i>	TSC	<i>Any 2 TSCs from any SFw at the same level as the qualification or taken from 1 level above or below that level</i>
8	Elective			

11 Table 5 illustrates a comparison of the qualification make-up for “Graduate Diploma in Organisational Leadership” under the existing WSQ construct and the SFw construct.

Table 5: Qualification Bundle for Graduate Diploma in Organisational Leadership

S/N	Existing WSQ Framework		Skills Framework	
1	Core	Lead Organisation to Develop Organisational Strategic Priorities, Culture and Governance	TSC	Vision Leadership (Level 6)
2	Core	Facilitate Innovation and Lead Change at the Organisational Level	TSC	People Change Management (Level 6)
3	Core	Establish Organisational Relationships and Lead Organisational Diversity	TSC	Organisational Relationship Building (Level 6)
4	Core	Lead Organisational Succession Planning, Capability Development and Employee Engagement	TSC	People Development (Level 6)
5	Core	Monitor Organisational Performance and Develop Reward Strategies to Lead Achievement of Results	TSC	People and Performance Management (Level 6)
6	Core	Develop Self to Maintain Professional Competence to Lead an Organisation	TSC	Personal Effectiveness (Level 6)
7	Elective	<i>Any 2 units from any WSQ framework, from within the same level as the qualification or taken from 1 level above or below that level</i>	TSC	<i>Any 2 TSCs from any SFw at the same level as the qualification or taken from 1 level above or below that level</i>
8	Elective			

Transition Matters

12 Training providers will have to undergo organisational accreditation (OA) during the period of 1 April 2019 to 30 June 2019, and course accreditation (CA) during the period of 1 May 2019 to 31 July 2019. Fee waivers will be granted for LPM WSQ training providers.

13 Training providers should advise trainees who have commenced studies of qualification programmes accredited to SS to complete the programmes within the 18-month transition period. Trainees will be awarded qualifications based on existing SS codes.

14 Training providers are to complete the training activities for WSQ courses based on LPM SS and post-training administrative follow-up (eg. assessment results submission, etc) by 30 September 2020.

Annex A

Technical Skills and Competencies (TSC) Titles

WSQ CS/SS Code	Competency Unit	TSC Code	TSC Title	Level
LPM-CHG-301C-0	Lead Team to Implement Change	INP-BIN-3127-1.1	People Change Management	Level 3
LPM-CHG-401C-0	Facilitate Innovation and Lead Team Leaders to Implement Change	INP-BIN-4127-1.1	People Change Management	Level 4
LPM-CHG-501C-0	Facilitate Innovation and Lead Managers to Manage Change	INP-BIN-5127-1.1	People Change Management	Level 5
LPM-CHG-601C-0	Facilitate Innovation and Lead Change at the Organisational Level	INP-BIN-6127-1.1	People Change Management	Level 6
LPM-DEV-301C-0	Develop and Motivate Team Members through Capability Development	RET-PMD-3002-1.1	People Development	Level 3
LPM-DEV-401C-0	Develop Team Leaders through Capability Development and Coaching	RET-PMD-4002-1.1	People Development	Level 4
LPM-DEV-501C-0	Develop Managers and High Potential Employees through Organisational Talent Capability Review	RET-PMD-5002-1.1	People Development	Level 5
LPM-DEV-601C-0	Lead Organisational Succession Planning, Capability Development and Employee Engagement	RET-PMD-6002-1.1	People Development	Level 6
LPM-PER-301C-0	Develop Self to Maintain Professional Competence at Supervisory Level	RET-PMD-3005-1.1	Personal Effectiveness	Level 3
LPM-PER-401C-0	Develop Self to Maintain Professional Competence at Managerial Level	RET-PMD-4005-1.1	Personal Effectiveness	Level 4
LPM-PER-501C-0	Develop Self to Maintain Professional Competence at Senior Management Level	RET-PMD-5005-1.1	Personal Effectiveness	Level 5
LPM-PER-601C-0	Develop Self to Maintain Professional Competence to Lead an Organisational	RET-PMD-6005-1.1	Personal Effectiveness	Level 6

WSQ CS/SS Code	Competency Unit	TSC Code	TSC Title	Level
LPM-RES-301C-0	Monitor and Reward Performance in a Team to Support Achievement of Results	INP-PDV-3049-1.1	People and Performance Management	Level 3
LPM-RES-401C-0	Monitor and Reward Performance Across Teams to Manage Achievement of Results	INP-PDV-4049-1.1	People and Performance Management	Level 4
LPM-RES-501C-0	Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results	INP-PDV-5049-1.1	People and Performance Management	Level 5
LPM-RES-601C-0	Monitor Organisational Performance and Develop Reward Strategies to Lead Achievement of Results	INP-PDV-6049-1.1	People and Performance Management	Level 6
LPM-RLT-301C-0	Build Team Relationships	RET-PMD-3004-1.1	Organisational Relationship Building	Level 3
LPM-RLT-401C-0	Cultivate Workplace Relationships and Diversity	RET-PMD-4004-1.1	Organisational Relationship Building	Level 4
LPM-RLT-501C-0	Foster Business Relationships and Organisational Diversity	RET-PMD-5004-1.1	Organisational Relationship Building	Level 5
LPM-RLT-601C-0	Establish Organisational Relationships and Lead Organisational Diversity	RET-PMD-6004-1.1	Organisational Relationship Building	Level 6
LPM-VIS-301C-0	Lead Team to Develop Operational Plan	RET-LPM-3002-1.1	Vision Leadership	Level 3
LPM-VIS-401C-0	Lead Team Leaders to Develop Business Strategies and Governance Management	RET-LPM-4002-1.1	Vision Leadership	Level 4
LPM-VIS-501C-0	Lead Managers to Develop Organisational and Governance Strategies	RET-LPM-5002-1.1	Vision Leadership	Level 5
LPM-VIS-601C-0	Lead Organisation to Develop Organisational Strategic Priorities, Culture and Governance	RET-LPM-6002-1.1	Vision Leadership	Level 6
LPM-BRD-601E-0	Act as an Effective Board Member	RET-PRM-6002-1.1	Effective Board Member	Level 6

WSQ CS/SS Code	Competency Unit	TSC Code	TSC Title	Level
LPM-GEN-601E-0	Build Positive Relationships with the Board	(To be Expired)		
LPM-GEN-602E-0	Represent and Promote the Organisation	(To be Expired)		

Version Control Record

Version	Effective Date	Changes	Author
1	31 Jan 2019	Initial version	SSG (SDD)