

MEDIA

CREATIVE INDUSTRIES WORKFORCE SKILLS QUALIFICATIONS – MEDIA & COMMUNICATION | COMPETENCY MAP

INTRODUCTION | MEDIA COMPETENCY MAP

INTRODUCTION TO THE MEDIA COMPETENCY MAP

The Media Competency Map is part of the Creative Industries Workforce Skills Qualification (WSQ) Framework, which comprises 26 competency maps covering three Creative Industries clusters of Arts and Culture, Design, and Media and Communications.

ARTS AND CULTURE	DESIGN	MEDIA AND COMMUNICATIONS
Creative Practice Cultural Heritage Events Management Performing Arts Technical Theatre Visual Arts	Architecture Exhibition Design Interior Design Industrial Design Visual Communication	Advertising Broadcast Direct & Interactive Marketing Digital Media – Animation Digital Media – Games Development Film & Television Library & Information Services Media Music Public Relations Printing Publishing – Book Publishing – Magazine Publishing – Web

Each competency map of the Creative Industries WSQ Framework has been endorsed by Manpower Skills and Training Council that has been set up to steer the training and development of professionals in the Creative Industries.

This Media Competency Map provides an overview of the competencies required of different functions and job roles in the media profession. The development of the Media Competency Map was guided by the Media Key Purpose (IKP) and it was developed after detailed consultation with representatives from the following media agencies: GroupM Singapore Pte Ltd., MEC Singapore & Global Solutions, Starcom MediaVest, Singapore Media Academy, and the Media Development Authority (MDA).

Each of the competency units listed in this competency map are further developed into competency standards that provide information on the expected work activities, expected work outcomes and skills and knowledge required of a person to perform the work activities addressed by the competency standards. The competency units are further grouped together into qualifications to provide competency progression pathways for professionals in the Media sector.

INTRODUCTION | MEDIA COMPETENCY MAP

The Media Competency Map serves as a resource for employers and individuals to chart training and development and career development pathways and for training providers to identify potential training programmes to develop and deliver.

The details of the competency standards and qualifications documents are recorded in separate documents from the Media Competency Map and should be read together to serve the needs of employers, individuals and training providers.

The Media Competency Map would be reviewed on a regular basis (i.e., at least every three years). This will help to ensure that the Media Competency Map is current and continually meet industry needs.

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INDUSTRY KEY PURPOSE | MEDIA

Industry Key Purpose

The Industry Key Purpose describes what the industry delivers in terms of product and services meeting the needs of industry, the attributes/attitudes of workforce, and the aspirations of the industry. The Key Industry Purpose provides guidance and direction in the development of the competency map and identification of competency units so as to ensure that the competency units listed in the competency map would help the industry to achieve its industry key purpose.

Media Industry Key Purpose: **To improve on media competency and delivery standards, enhance the quality of media and generate valuable media content and enrich life and society.**

ORGANISATION STRUCTURE | MEDIA

Media Organisation Structure

The Media Organisation Structure provides an overview of the various functions and job roles within a typical media agency. Competency Units are identified and sorted based on the functions, job role and WSQ qualifications level, to enable identification and development of appropriate training and development interventions by employers, individuals and training providers and to enable planning of progression and development pathways.

WSQ Qualifications Levels / WSQ Competency Level			Functions in a Media Agency	
			MEDIA	
Job Roles	WSQ Graduate Certificate	6	Strategic Planning Director Trading Director	
	WSQ Specialist Diploma	5	Media Director Research Director	
	WSQ Diploma	4	Media Planning Manager Research Manager Media Buying Manager	
	WSQ Advanced Certificate	3	Media Executive Research Executive	

WSQ Qualifications Level: There are four levels of WSQ qualifications in the Media Competency Map. Each level indicates the corresponding complexity of knowledge, depth of skills and accountability that the job role demands.

Functions: Functions are not meant to be equivalent to Departments. Functions indicate the typical broad work areas in a Media agency.

Job Roles: Job roles are not meant to be equivalent to Job Titles. An individual holding a job title of “Media Executive” may be involved in media planning and related job scope.

COMPETENCY CATEGORY | MEDIA

Competency Categories

The Competency Category indicates the functional nature of the skills and knowledge identified under a competency unit. The competency categories that are found within the Creative Industries WSQ framework and relevant to the Media Competency Map and their descriptors are presented below.

<p><u>Advertising (AD)</u> Covers skills and knowledge required for strategy, programming and production, copywriting, promotion and sales, and research and planning to meet the needs of the advertising brief for the client.</p>	<p><u>Marketing and Promotion (MPR)</u> Covers skills and knowledge required for conceptualising, designing, implementing opportunities for maximising sales and promotion of goods, services and people.</p>
<p><u>Business Negotiation (BN)</u> Conduct negotiation for a range of business situations for win-win solutions.</p>	<p><u>Market Research (MR)</u> Covers the process of systematic gathering, recording and analysing of data about customers, competitors and the market.</p>
<p><u>Business Operations (BO)</u> Covers the activities involved in the running of a business for the purpose of producing goods / services and creating value.</p>	<p><u>Problem Solving (PS)</u> Covers research into problems, generation of solutions, selection and application of solutions and evaluating the solution applied.</p>
<p><u>Communications Competency Category (COM)</u> This covers the transmission of thoughts, ideas and feelings from one mind to another to accomplish tasks and to achieve goals.</p>	<p><u>Project Management (PM)</u> Covers organising and managing resources in such a way that the project is completed within defined scope, quality, time and cost constraints.</p>
<p><u>Direct Marketing (DM)</u> Covers the trackable, measurable results or Response generated by marketing regardless of medium.</p>	<p><u>Research (RES)</u> Covers using gathering, analysing and interpreting information relevant to a specific area of enquiry.</p>
<p><u>Finance Competency Category (FIN)</u> Covers skills and knowledge required for basic budgeting to offering full coverage of financial operations within an organisation.</p>	<p><u>Strategy (STR)</u> Covers long term plan of action designed to achieve the vision and goals of the organisation.</p>
<p><u>Human Resource (HR)</u> Covers the activities of recruitment, pay, performance management, promotions, management relations and planning in an effective, legal, fair, and consistent manner</p>	<p><u>Information Management (INF)</u> Covers skills and knowledge required for collecting and disseminating information</p>
<p><u>Interactive Media (IM)</u> Covers skills and knowledge required for managing activities within media, ranging from web design to interactive and multi-media.</p>	<p><u>Strategy Planning & Implementation (SPI)</u> Develop business strategies and plans aligned with organisational objectives, make strategic decisions and implement action plans to achieve long-term goals</p>
<p><u>Information Management (INF)</u> Covers skills and knowledge required for collecting and disseminating information</p>	

COMPETENCY CATEGORY | MEDIA

Competency Units

Competency unit: A competency unit represents a set of work activities that can be undertaken by an individual, and the skills, knowledge and abilities associated with the work activities that can be used to certify an individual's competence in performing the set of work activities

Competency unit code: A competency unit code is assigned to each competency unit to identify the WSQ framework and competency category that the competency unit originates from. The competency unit code also identifies the WSQ qualifications level that is associated with the competency unit providing an indication of the level of complexity of skills and knowledge required under the competency unit.

For example, for a competency unit coded as CI-RES-410S-0 :

- 'CI' indicates that the competency unit originates from the Creative Industries WSQ framework;
- 'RES' indicates that the competency unit originates from the competency category of "Research" competency category; '4' indicates that it is pegged to WSQ qualifications level 4 which is WSQ Diploma level;
- '10' is the serial number assigned to the competency unit;
- 'S' indicates that the competency unit is usually a specialization unit when used by an individual to achieve a WSQ qualification, other types of units include core units ('C') and elective units ('E'); and
- '0' indicates the version number of the competency unit which would increase as the competency unit is reviewed at every review cycle.

The competency units of the Media Competency Map are presented according to the Functions in a Media agency in subsequent sections:

- Media

MEDIA | COMPETENCIES

MEDIA COMPETENCY MAP

MEDIA | COMPETENCIES – MEDIA

WSQ Qual Level	Job Roles	Competency Unit Code	Specialisation Competency Units	Competency Unit Code	Core Competency Units
6	Strategic Planning Director	BM-SPI-509E-1	Establish business strategies for the business function *	CI-BO-504C-0	Manage risk *
		CI-DM-504S-0	Manage the use of analytics and develop data strategies *	CI-COM-503C-0	Develop communication strategies / plans and manage the communication process
		CI-MPR-607S-0	Provide strategic direction and concept development for client projects	CI-HR-601C-0	Manage people
				CI-PM-605C-0	Direct the scope and integration of multiple projects / programmes *
6	Trading Director	CI-AD-505S-0	Purchase media and manage inventory	CI-BO-504C-0	Manage risk *
		CI-CM-504E-0	Establish and manage contracts *	CI-COM-503C-0	Develop communication strategies / plans and manage the communication process
		CI-MPR-605S-0	Lead the negotiation and placement processes to manage media resources	CI-HR-601C-0	Manage people
				CI-PM-605C-0	Direct the scope and integration of multiple projects / programmes *
5	Media Director	CI-AD-603C-0	Manage the agency's business performance	BM-IM-501E-1	Facilitate innovation process within the organisation *
		CI-MPR-605S-0	Lead the negotiation and placement processes to manage media resources	CI-COM-502E-0	Present effectively to engage and manage your audience *
		CI-MPR-606S-0	Manage the agency's portfolio of accounts	CI-HR-502E-0	Manage individual and team performance
		CI-STR-601C-0	Develop, implement and review a business / strategic plan	CI-MPR-517C-0	Review market performance and trends in order to implement a marketing solution
		CI-STR-602C-0	Provide leadership across the organisation *	CI-PS-502E-0	Resolve problems which impact on the work

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
AD Advertising Competency Category
BO Business Operations Competency Category
COM Communications Competency Category
CM Contract Management Competency Category
DM Direct Marketing Competency Category

HR Human Resource Competency Category
IM Interactive Media Competency Category
MPR Marketing & Promotion Competency Category
PM Project Management Competency Category
PS Problem Solving Competency Category
SPI Strategy, Planning and Implementation
STR Strategy Competency Category

MEDIA | COMPETENCIES – MEDIA

WSQ Qual Level	Job Roles	Competency Unit Code	Specialisation Competency Units	Competency Unit Code	Core Competency Units
5	Research Director	CI-MPR-516S-0	Provide strategic direction into consumer behaviours	BM-IM-501E-1	Facilitate innovation process within the organisation *
		CI-MR-502C-0	Plan and undertake market research to evaluate marketing opportunities	CI-PS-502E-0	Resolve problems which impact on the work
		CI-RES-502S-0	Understand and implement all types of research and research tools	CI-COM-502E-0	Present effectively to engage and manage your audience *
				CI-HR-502E-0	Manage individual and team performance
				CI-MPR-517C-0	Review market performance and trends in order to implement a marketing solution
4	Media Planning Manager	BM-COM-502E-1	Establish and maintain strategic business partner relationships *	CI-BO-407C-0	Implement the effective delivery of the business plan
		CI-AD-406S-0	Develop a media planning strategy	CI-RES-405C-0	Research user trends and consumer tracks
		CI-COM-503C-0	Develop communication strategies / plans and manage the communication process		
		CI-FIN-306E-0	Manage budgets		
		CI-RES-410S-0	Research the client's brand		
4	Research Manager	CI-RES-404S-0	Plan, analyse and present research information	CI-BO-407C-0	Implement the effective delivery of the business plan
		CI-RES-411S-0	Research consumer data information to make effective critical recommendations and insights for media planning	CI-RES-405C-0	Research user trends and consumer tracks
		CI-RES-412S-0	Design and conduct primary research		

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
AD Advertising Competency Category
BO Business Operations Competency Category
COM Communications Competency Category
FIN Finance Competency Category

HR Human Resource Competency Category
IM Interactive Media Competency Category
MPR Marketing & Promotion Competency Category
MR Market Research Competency Category
PS Problem Solving Competency Category
RES Research Competency Category

MEDIA | COMPETENCIES – MEDIA

WSQ Qual Level	Job Roles	Competency Unit Code	Specialisation Competency Units	Competency Unit Code	Core Competency Units
4	Media Buying Manager	BM-BN-501E-1	Manage and direct negotiations *	CI-BO-407C-0	Implement the effective delivery of the business plan
		BM-COM-502E-1	Establish and maintain strategic business partner relationships *	CI-RES-405C-0	Research user trends and consumer tracks
		CI-FIN-306E-0	Manage budgets		
3	Media Executive	CI-AD-302S-0	Track media space and rates across all platforms	CI-COM-306E-0	Make presentations
		CI-AD-303S-0	Negotiate and purchase media space	CI-HR-407C-0	Participate in, facilitate and promote effective working of individuals and teams
		CI-COM-305C-0	Demonstrate knowledge of communication services	CI-INF-205S-0	Collect, organise and maintain information
		CI-RES-306S-0	Conduct competitive and post-buy analyses	CI-RES-307S-0	Track technology trends
				CI-RES-310S-0	Track consumer trends
3	Research Executive	CI-RES-207S-0	Provide research assistance	CI-COM-306E-0	Make presentations
		CI-RES-308S-0	Investigate, analyse and document research information	CI-HR-407C-0	Participate in, facilitate and promote effective working of individuals and teams
				CI-INF-205S-0	Collect, organise and maintain information
				CI-RES-307S-0	Track technology trends
				CI-RES-310S-0	Track consumer trends

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
AD Advertising Competency Category
BN Business Negotiation Business Operations Competency Category
BO Business Operations Competency Category

COM Communication Competency Category
FIN Competency Category
HR Human Resource Competency Category
INF Information Management Competency Category
RES Research Competency Category

GENERIC / CROSS-SECTORAL WSQ CU ADOPTION | MEDIA

DEVELOPMENT OF T-SHAPED PROFESSIONALS IN MEDIA - GENERIC / CROSS-SECTORAL WSQ FRAMEWORK COMPETENCY UNITS ADOPTION

Generic or cross-sectoral competencies refer to horizontal multi-disciplinary skills which workers serving in different occupations and job roles across different industries and sectors may apply in the course of their work. These competencies are encapsulated in WSQ frameworks such as Business Management (BM) and Leadership & People Management (LPM) WSQ.

Practitioners serving in the Creative Industries (CI) are expected to possess specialised job-specific competencies as well as a range of generic horizontal skills in functional areas including people management, communications and project management. To support their development into T-shaped professionals, appointed CI WSQ training partners (e.g. National CET Institute, CET Centres and Programme Partners) may adopt CUs from the BM and LPM WSQ frameworks for CI WSQ programme implementation on a modular, integrated or qualification basis, subject to fulfilling applicable WSQ accreditation and funding related requirements.

While selected BM and LPM WSQ CUs are already imported into the CI WSQ Competency Maps, the range of job roles and associated competencies in CI Industries continue to expand and evolve rapidly such that other generic skills-in-demand may not have been readily imported. The flexibility accorded will enable CI WSQ training partners to design and implement WSQ programmes rapidly to meet the holistic skills development needs of CI practitioners while maintaining the integrity of CI WSQ and the WSQ system as a whole.

VERSION CONTROL | MEDIA

VERSION CONTROL

Version	Effective Date	Changes
1.0	February 2008	Initial Version
2.0	September 2012	First review version
2.1	March 2014	<ul style="list-style-type: none">• Inclusion of the following components into the competency map<ul style="list-style-type: none">• Introduction to Media Competency Map• Industry Key Purpose• Competency Category• Update competency unit codes and titles of new/revised competency units