

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
PLANT MANAGER**

Occupation: Plant Manager

Occupation Description:

The Plant Manager leads all manufacturing and engineering activities in the organisation to ensure that manufacturing objectives are achieved in a timely and cost-effective manner. He/She formulates and recommends manufacturing policies and programmes to guide the organisation in maintaining and improving its competitive position and profitability.

The Plant Manager works with cross-functional teams to identify, develop and implement technology, products and documentation. He/She builds high performance teams that work collaboratively through an organisation, and has the ability to develop and execute functional strategy as well as act as a change leader.

Important Points to Note about this Document

This document is intended purely to provide general information to enable individuals, employers and training providers to be informed about the skills for career, training and education purposes. SkillsFuture Singapore Agency provides no warranty whatsoever about the contents of this document, and does not warrant that the courses of action mentioned in this document will secure employment, promotion, or monetary benefits. WDA will not be liable for any loss, damage or expense that individuals may incur as a result of reliance on the contents of this document.

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The skills expected of the Plant Manager are summarised as below:

Skill Category	Skill Sub-Category	Skills
Operations Production		PRE-OPR-7007-1 Direct the Creation of Flexible Production and Manpower Systems
		PRE-OPR-7008-1 Direct the Review of Processes for Strategic Technology and Operation Roadmapping
		PRE-OPR-7009-1 Establish Organisational Planning and Production Scheduling
Operations Planning		PRE-OPL-7010-1 Commission New Product Manufacturing Processes
		PRE-OPL-7011-1 Establish Shop Floor Execution and Control
Sustainable Manufacturing		PRE-SMN-7006-1 Establish Green Manufacturing Strategies for Sustainability
		PRE-SMN-7007-1 Establish Carbon Footprint Assessment Methodology
Maintenance		PRE-MAI-7010-1 Establish the Organisation's Maintenance Strategy and Systems
Value Analysis		PRE-VMA-7002-1 Establish the Organisation's Value Stream Mapping to Enhance Improvements
Manufacturing Productivity and Innovation		PRE-MPI-7027-1 Establish Lean Manufacturing Systems for the Organisation
		PRE-MPI-7028-1 Lead and be Accountable for Innovation within the Organisation
		PRE-MPI-7029-1 Establish Real-time Track and Trace Systems for Manufacturing Processes
Quality Management Systems		PRE-QMS-7004-1 Establish Organisational Quality Management Systems

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Skill Category	Skill Sub-Category	Skills	
Workplace Safety and Health		PRE-WSH-7012-1	Strategise Workplace Safety and Health for Manufacturing
Supply Chain and Logistics Management		PRE-SCL-7007-1	Strategise Supply Chain Management and Logistics Processes
Business Negotiation		BM-BN-601E-1	Direct Negotiation Policy and Develop Negotiation Limits
Change Management		BM-CM-601E-1	Lead Change Management
Communication		BM-COM-601E-1	Direct Relationships with Stakeholders
		BM-COM-504E-1	Establish Internal Communications Platforms and Channels
Accounting		BM-AC-601E-1	Endorse Accounting Policies, Plans, and Financial Reports
Human Resource Management		PRE-HRM-7008-1	Align Human Resources with Business Needs
		PRE-HRM-7010-1	Develop and Evaluate Frameworks for Managing Conflict, Grievances and Disputes
Info-Communication Technologies		PRE-ICT-7003-1	Leverage on ICT Technologies to Design Advanced Spreadsheets
Leadership and People Management		LPM-RLT-601C-0	Establish Organisational Relationships and Lead Organisational Diversity
		LPM-PER-601C-0	Develop Self to Maintain Professional Competence to Lead an Organisation

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Skill Category	Skill Sub-Category	Skills	
Project Management		BM-PM-601E-1	Steer Programme
Public Relations		PRE-PRE-7001-1	Establish and Develop Media Relationships
		PRE-PRE-7002-1	Speak with Confidence
		PRE-PRE-7003-1	Drive Media Relations for the Organisation's Success
		PRE-PRE-7004-1	Engage Audiences through Digital and Social Media
Risk Management		BM-RM-502E-1	Establish and Develop Risk Management Philosophy and Strategies
		BM-RM-504E-1	Refine Risk Management Policies and Processes
		BM-RM-506E-1	Establish Processes for the Management of Non-Compliance
Sales and Marketing		BM-SPI-601E-1	Direct Organisational Sales and Marketing Strategies and Targets
Strategy Planning and Implementation		BM-SPI-502E-1	Communicate Organisational Vision, Mission and Values
		BM-SPI-507E-1	Evaluate Business Environment
		BM-SPI-509E-1	Establish Business Strategies for the Business Function
		BM-SPI-503E-1	Establish and Evaluate Systems to Achieve Organisational Targets

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Skill Code	PRE-OPR-7007-1	Skill Category	Operations Planning
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Direct the Creation of Flexible Production and Manpower Systems		
Skill Description	This skill describes the ability to direct the creation of flexible business systems by leading the application of the principles and processes of creating flexible production and manpower systems. It also includes identifying and evaluating improvement opportunities and waste which may need to be removed.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Methods to plan the resources and time needed to carry out activities • Information required to create level schedules, load and capacity, TAKT time and batch sizes • Methods to simplify working practices and reduce human error risk • Consequences of introducing a new improved part, process or material router • Problem solving and root cause analysis • Eight wastes and how to eliminate them • Methods to optimise equipment effectiveness • Procedure to conduct a review of asset care or best practice effectiveness • Techniques which provide value to the customer • Techniques used to visually communicate the work done • Methods to lay out an effective workplace utilising recognised techniques • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Direct the application of the principles and processes of creating flexible production and manpower systems to the chosen activity • Direct the creation of level schedules for the parts in the work area • Direct the production of a local workforce flexibility matrix • Oversee the production of a visual representation identifying resources that do not meet the TAKT requirements • Implement a visually controlled system, based on the demand of subsequent processes for the chosen parts 		

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<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate improvement opportunities and waste which may need to be removed in order to achieve TAKT time and flow processing
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Approve the schedule and batch size for the parts of materials in the work area • Motivate the team to present their own improvement ideas • Negotiate any physical and/or financial resources which are required to implement activities
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Mentor team members to achieve both team and individual improvement objectives
<p>Range of Application</p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Eight wastes must include:</p> <ul style="list-style-type: none"> • Over-production • Inventory • Transport • Over-processing • Waiting time • Operator motion • Bad quality • Failure to exploit human potential <p>Techniques that provide value to the customer must include:</p>

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- Push-pull systems
- Single piece flow
- Just-in-Time (JIT)
- Kanban
- Automation

Techniques used to visually communicate work done must include:

- Level schedules
- Load and capacity diagrams
- Revised batch sizes
- TAKT time

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Skill Code	PRE-OPR-7008-1	Skill Category	Operations Production
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Direct the Review of Processes for Strategic Technology and Operation Roadmapping		
Skill Description	This skill describes the ability to direct the review of the organisation's processes using Strategic Technology and Operation Road-mapping (STORM). It also includes gathering market trends and external drivers relevant to the organisation's business and prioritising the organisation's new products and services.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Method to design, organise and prepare for the organisation's road-mapping exercise • Procedure and consideration to set up room for conducive discussion and brainstorming • Rules and guidelines before conducting brainstorming session • Method to effectively engage participants, listen and ask question using the facilitation core skills set • Various divergence and convergence brainstorming tools to achieve desired outcomes and results • Procedure for conducting strategic analysis of an organisation using STORM • Procedure for conducting performance dimension of an organisation's products and services • Procedure for conducting and gather market trends and external drivers relevant to organisation's business • Procedure for conducting prioritisation of organisation's market drivers • Procedure for conducting and formulating organisation's internal goals or drivers • Method to prioritise organisation's internal goals or drivers • Procedure for conducting brainstorming of organisation's new products or services • Method to prioritise organisation's new products or services • Procedure for conducting brainstorming of technology and resources to support development of organisation's new products or services • Procedure for conducting charting of organisation's roadmap • Procedure for conducting organisation's final road-mapping exercise review 		

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<p>Application and Adaptation</p> <p><i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Design, organise and prepare for the organisation’s road-mapping exercise • Conduct strategic analysis of the organisation using STORM • Conduct performance dimension of an organisation’s products or services • Conduct and gather market trends and external drivers relevant to organisation’s business • Conduct prioritization of organisation’s market drivers • Conduct and formulate organisation’s internal goals or drivers • Prioritise organisation’s internal goals or drivers • Conduct brainstorming of company’s new products or services • Prioritise organisation’s new products or services • Conduct brainstorming for technology and resources to support development of organisation’s new products or services • Conduct charting of organisation’s roadmap • Conduct organisation’s final road-mapping exercise review
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Leverage on various divergence and convergence brainstorming tools to achieve desired outcomes and results
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>N/A</p>

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<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>N/A</p>
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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Skill Code	PRE-OPR-7009-1	Skill Category	Operations Planning
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Organisational Planning and Production Scheduling		
Skill Description	This skill describes the ability to establish the organisation's plans and schedules for production activities in accordance with approved procedures. It also includes identifying relevant methods, processes, procedures and resources, and issuing engineering schedules.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Method to interpret production schedules • Information on the processes to be scheduled • Different types of production activities, methods and processes • Relationship between different production activities • Method to determine the time and resources required for different types of production activity • Factors that should be accounted for when scheduling time and resources • Potential disruption that can be caused through the implementation of new production schedules • Methods and techniques for dealing with production difficulties • Approved techniques for the scheduling of production activities • Method to develop contingency plans • Organisation's systems for recording information • Reporting procedures, documentation, and their application • Legislative and regulatory documentation • Organisation policies and procedures • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Confirm the activities and resources that are required to achieve the engineering methods and procedures • Identify the most suitable sequence of activities • Schedule the time and resources available for undertaking the activities • Ensure that schedules are capable of meeting all relevant requirements • Incorporate new schedules into the engineering process with minimal 		

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<p><i>changes at work.</i></p>	<p>disruption</p> <ul style="list-style-type: none"> • Identify potential difficulties and produce appropriate contingency plans • Ensure that schedules comply with all relevant regulations, directives and guidelines • Specify clearly the schedules and record them in the appropriate information systems
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Explore opportunities that will allow the organisation to maximise the plant or equipment usage
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Communicate the plans and schedules to appropriate personnel
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>N/A</p>
<p>Range of Application</p>	<p>N/A</p>

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<p>(where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	
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Skills Code	PRE-OPL-7010-1	Skills Category	Operations Planning
		Skills Sub-Category <i>(where applicable)</i>	N/A
Skill Title	Commission New Product Manufacturing Processes		
Skill Description	<p>This skill describes the ability to oversee and lead an installation or commissioning team, including agreeing and monitoring departmental budgets, developing and updating installation or commissioning schedules and plans in accordance with approved policies and procedures. It also includes ensuring that the team has the appropriate skills and knowledge and understanding required to install or commission the new product manufacturing process.</p>		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Process to develop and gain agreement on departmental budgets • Communication and coaching skills • Complete and review risk assessments • Hazards associated with carrying out installation or commissioning activities in the department • Requirements for the commissioning of the new product manufacturing process • Operating principles and processes for the commissioning of the new product manufacturing process • Commissioning methods used for different types of products • Tools and equipment used in the commissioning activity • Procedure for purchasing or obtaining materials and other consumables necessary for commissioning • Quality criteria to be used for the different products or processes • Quality assurance and control methods to be used in the department • Processes root cause problem solving analysis • Method to create, review and modify Standard Operating Procedures • Techniques required to communicate information using visual control systems • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Obtain details on the new product manufacturing process • Review and interpret the production specification and documentation to assess their characteristics and requirements 		

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<p><i>tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i></p>	<ul style="list-style-type: none"> • Secure, monitor and control the use of resources to achieve the most effective results • Produce and agree on contingency plans • Seek clearance to carry out the commissioning activities from appropriate regulatory agencies in accordance with organisational procedures • Create and update visual management documentation and systems to support the activities of the department • Report and evaluate impact of improvement activities • Produce and maintain departmental competency skills matrix of team members
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify and lead the commissioning team on making improvements to processes and procedures
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Communicate the installation or commissioning activities to be undertaken by the team
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Motivate the team to present their own ideas on improvements that could be made to the commissioning processes and procedures

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<i>one's area of work.</i>	
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skills Code	PRE-OPL-7011-1	Skills Category	Operations Planning
		Skills Sub-Category <i>(where applicable)</i>	N/A
Skill Title	Establish Shop Floor Execution and Control		
Skill Description	This skill describes the ability to understand shop floor tracking and control. It also includes areas of network and communications, wireless technologies and wireless sensor networks, data collection, auto-ID technologies, machine process monitoring, database management systems, manufacturing data mining methods dynamic resource allocation and dispatch optimization, and Supervisory Control and Data Acquisition (SCADA).		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Layers and modules of shop floor control, and the implementation considerations • Network & communications technologies encompassing ISO/OSI network reference model, internetworking (TCP/IP, UDP, internet), serial network (process and sensor field bus), and industrial network design considerations • Wireless communications fundamentals and architectures, WLAN IEEE802.11, WSN and protocols • Types of data collection devices and auto-ID technologies (e.g. bar codes and RFID), and RFID implementation considerations • Types of sensors and their installation, data acquisition systems, signal processing and feature extraction methods • Entity-relationship model, conceptual design, logical data model and physical database design • Approaches for statistical and neural network • Dynamic resource allocation, order dispatch optimisation • Hardware (e.g. PLC and RTU) and device interface, human-machine interface, design condition and methodology 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Prepare shop floor tracking and monitoring plans for production status and machine process and tool condition, respectively • Prepare communications network design • Perform signal processing and feature extraction • Conduct bottom up data analysis and design the physical data base for 		

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<p><i>ability to react to and manage the changes at work.</i></p>	<p>storing shop floor data</p> <ul style="list-style-type: none"> • Apply statistical and neural networks for data mining • Apply dynamic resource allocation and dispatch optimization methods • Design Human-Machine-Interface for a PLC using a SCADA software
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Select suitable cost effective data collection devices, auto-ID and sensing devices
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>N/A</p>
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>N/A</p>
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill</i></p>	<p>N/A</p>

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<i>may be demonstrated.</i>	
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Skill Code	PRE-SMN-7006-1	Skill Category	Sustainable Manufacturing
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Green Manufacturing Strategies for Sustainability		
Skill Description	This skill describes the ability to establish the organisation's approach towards sustainability within the organisation, including the development and implementation of the policy. It also includes reviewing and improving existing policies.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Principles, practices, tools and techniques of sustainability management in the manufacturing industry • Environmental and sustainability legislation, regulations and codes of practice applicable to the organisation and its business • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish an integrated approach to sustainability which includes environmental, economic and social aspects • Investigate the business and market context of the organisation with regard to sustainability practices • Develop the scope of the organisation's sustainability policy • Draft recommendations for policy options based on likely effectiveness, timeframes and cost • Develop the organisation's sustainability strategy that is reflective of the organisation's commitment to sustainability as an integral part of business planning • Document outcomes and provide feedback to key personnel and stakeholders 		
Innovation and Value Creation <i>It refers to the ability</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Develop appropriate strategies in policy at all stages of work for minimising resource use, reducing toxic material and hazardous 		

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<p><i>to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>chemical use, and employing lifecycle management approaches</p> <ul style="list-style-type: none"> • Implement strategies for continuous improvement in resource efficiency • Modify policy and/or procedures as required to ensure improvements are made to enhance the organisation's sustainability strategy
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Promote workplace sustainability policy, including its expected outcomes to key stakeholders • Communicate to those involved in implementing the sustainability policy as to outcomes expected, activities to be undertaken and responsibilities assigned
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Monitor records to identify trends that may require remedial action and use to promote continuous improvement of performance
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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Skills Code	PRE-SMN-7007-1	Skills Category	Sustainable Manufacturing
		Skills Sub-Category <i>(where applicable)</i>	N/A
Skill Title	Establish Carbon Footprint Assessment Methodology		
Skill Description	This skill describes the ability to perform product carbon footprint quantification. It also includes carbon footprint standards, and practical assessment tools and techniques.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Goals, reasons and application of carbon footprint • Stages of product lifecycle and cut-off criteria • Techniques of Process mapping and emission sources and sinks • Tools and techniques of lifecycle inventory data collection • Procedures of data processing for lifecycle inventory data • Characterisation of data quality based on data attributes • Computation procedures for carbon footprint assessment • Requirements and guidelines for carbon footprint report summary 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish goals and objectives for carbon footprint assessment • Establish system boundary and cut-off criteria for the lifecycle of a chosen product as per the established goals and objectives • Screen business facilities and construct a process map for the lifecycle of a product in accordance with the system boundary • Construct lifecycle inventory data based on the process map • Process lifecycle inventory data according to reference flows • Present data quality analysis techniques • Assess and quantify carbon footprint using the CAR2ETM Toolkit • Document the results and prepare the carbon footprint report summary 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work</i>	N/A		

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<i>performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	N/A
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	N/A
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	PRE-MAI-7010-1	Skill Category	Maintenance
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish the Organisation's Maintenance Strategy and Systems		
Skill Description	This skill describes the ability to establish an organisation's maintenance strategies and systems which include preventive, corrective, predictive and reactive programmes in accordance with organisational policies and procedures. It also includes ensuring that staff has the appropriate skills, knowledge and understanding required to maintain the equipment, components, products or services.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Types of maintenance programmes and their benefits • Principles of how equipment functions, operation sequence, working purpose of individual units or components and how they interact • Procedures for purchasing or obtaining replacement parts, materials and other consumables necessary for maintenance activities • Method to determine resources needed for maintenance activities • Methods and parameters used to calculate duration of specific maintenance activities • Organisation's policies and procedures relating to repair or replacement of equipment or components during the maintenance process • Organisation's policies and procedures relating to maintenance documentation and/or reports • Equipment operating and control procedures to be applied during maintenance activity • Organisational procedures relating to the safe disposal of waste of all types of materials • Procedure to create Standard Operating Procedures (SOPs) and co-relate work activities to them • Techniques required to communicate information using visual control systems • Hazards associated with manufacturing activities and methods to minimise them • Maintenance teams training and development programmes • New technologies, manufacturing processes and systems and its associated maintenance strategies • Workplace Safety and Health regulations 		

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<p>Application and Adaptation</p> <p><i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Develop matrix of competency and skills for the maintenance team • Develop departmental budget to support maintenance strategies and systems • Create and maintain visual management records and supporting documentation to support the organisation's maintenance strategies and systems
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>N/A</p>
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Seek key stakeholders' endorsement on budget for maintenance strategies and systems
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep abreast of new technologies in manufacturing, systems and processes through industry networks

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<i>one's area of work.</i>	
<p>Range of Application (where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Types of maintenance programmes must include:</p> <ul style="list-style-type: none"> • Preventive maintenance (routine inspections and adjustments) • Corrective maintenance (activities identified from preventive maintenance activities) • Predictive maintenance (analysis of equipment's condition) • Reactive maintenance (unexpected equipment or component failure) • Maintenance prevention (equipment or component design and development) <p>Hazards associated with carrying out maintenance activities must include:</p> <ul style="list-style-type: none"> • Handling oils, greases • Stored pressure or force • Misuse of tools • Using damaged or badly maintained tools and equipment <p>Techniques required to communicate information using visual control systems must include:</p> <ul style="list-style-type: none"> • Card systems • Colour-coding • Floor footprints • Graphs and charts • Team boards • Tools or equipment shadow boards

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Skill Code	PRE-VMA-7002-1	Skill Category	Value Analysis
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish the Organisation's Value Stream Mapping to Enhance Improvements		
Skill Description	This skill describes the ability to establish value management (value engineering and value analysis) activities by leading the application of the principles and processes of value management to the chosen product or process. It also includes leading a risk assessment of the alternatives, prioritise and rank the alternatives, and confirm the expected benefits.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Method to plan the resources and time needed to carry out activities • Method to select products or processes on which to carry out the value management activities • Procedure to structure and run value management activities • Method to set quantifiable objectives and targets for the value management activities • Method to carry out function analyses • Performance-related tools used to qualify customer wants and needs • 'Cost of Function' equation and how to calculate the cost of function • FAST diagramming and value trees • Decision making and creativity techniques • Relationship of value management to the overall business strategy and competitive positioning • Methods to produce a total cost model and supply chain map for products or processes • Components of value-adding and non-value-adding activities • Methods to identify customer requirements • Methods to prioritise and rank alternatives • Risk assessment of alternatives • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Lead the application of the principles and processes of value management to the chosen products or processes • Confirm customer requirements against the products or processes • Approve quantifiable objectives and targets for the value management activities 		

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<i>ability to react to and manage the changes at work.</i>	
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Lead the analysis of functions of the products or processes being studied • Confirm the non-value-added activities within the product or process, and approve alternatives • Lead the development of alternatives into detailed proposals that will improve the value of the products or processes
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Negotiate any physical and/or financial resources which are required to implement activities
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Mentor team members to achieve both team and individual improvement objectives
Range of Application <i>(where applicable)</i> <i>It refers to the critical circumstances and</i>	<p>Eight wastes must include:</p> <ul style="list-style-type: none"> • Over-production • Inventory • Transport

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<i>contexts that the skill may be demonstrated.</i>	<ul style="list-style-type: none">• Over-processing• Waiting time• Operator motion• Bad quality• Failure to exploit human potential <p>Techniques that provide value to the customer must include:</p> <ul style="list-style-type: none">• Push-pull systems• Single piece flow• Just-in-Time (JIT)• Kanban• Automation <p>Techniques used to visually communicate work done must include:</p> <ul style="list-style-type: none">• Level schedules• Load and capacity diagrams• Revised batch sizes• TAKT time
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Skill Code	PRE-MPI-7027-1	Skill Category	Manufacturing Productivity and Innovation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Lean Manufacturing Systems for the Organisation		
Skill Description	This skill describes the ability to implement lean manufacturing with a focus on the identification and elimination of waste, and sources of variability, It also includes a good understanding and use of the principles of lean manufacturing such as lean thinking and lean techniques.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Concepts of lean manufacturing • Principles of lean • Eight types of wastes and major key performance indicators • Common lean tools • Concept of PDSA • Major contents of A3 • Charts of lean organisational structure • Major roles and responsibilities of various players in lean structure 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Explain manufacturing environments or own workplace • Identify critical wastes in selected areas • Collect data of operations and wastes • Measure wastes • Analyse root causes of wastes • Plan implementation tasks • Create lean organisational structures • Demonstrate outcomes of implementation 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Propose Kaizen project 		

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<i>improve work performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	N/A
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	N/A
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	PRE-MPI-7028-1	Skill Category	Manufacturing Productivity and Innovation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Lead and Be Accountable for Innovation within the Organisation		
Skill Description	This skill describes the ability to lead innovation in an organisation. It includes building a culture of innovation, directing innovation strategies, leading and reviewing and innovative practices as well as sustaining innovative thinking, practices and learning.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Internal barriers to innovation • External barriers to innovation • Innovation process 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Direct development of innovation strategies to align to long term organisational objectives • Lead innovative practices and garner support for a culture of innovation • Incorporate innovation into leadership and management activities and organisational strategies to promote innovation in the organisation • Sustain innovative thinking and practices to support long term organisational strategies 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review innovation performance to identify areas for improvement in innovation practices to enhance organisation's performance 		

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<i>enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Apply organisational awareness to build a culture of innovation within the organisation to encourage continuous improvement
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"> • Advocate organisational sharing on collective contributions to innovative thinking and practices to inspire learning
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	PRE-MPI-7029-1	Skill Category	Manufacturing Productivity and Innovation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Real-time Track and Trace Systems for Manufacturing Processes		
Skill Description	This skill describes the ability to establish advanced automatic identification technology including Radio Frequency Identification (RFID) and Real-Time Locating System (RTLS) for pinpointing the location of critical resources and jobs in the organisation. It also includes configuring RFID and RTLS systems for resources including people and assets.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Fundamentals and types of RFID, and its advantages and disadvantages • RFID system architecture • RFID smart shelf techniques for manufacturing applications • Types of RTLS requirements for outdoor asset tracking and monitoring • Frequency and power regulation • Operation principles of Low Frequency (LF), High Frequency (HF) and Ultra-High Frequency (UHF) RFID systems • Deployment of RSSI-based RTLS system • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Deploy RFID smart shelf techniques for manufacturing applications • Design RFID system architectures to meet the organisation's production tracking needs • Encode LF RFID tags with tool ID and configure RFID reader to identify the tool • Design RFD system architectures to meet the organisation's inventory tracking needs • Encode UHF RFID tags with air cargo ID and configure RFID middleware to control gantry RFID reader to identify the cargo • Apply RSSI-based technology for the indoor asset-tracking test-bed 		

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<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>N/A</p>
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>N/A</p>
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep abreast of new technologies in track-and-trace through industry platforms to assess its suitability for the organisation
<p>Range of Application</p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Software must include:</p> <ul style="list-style-type: none"> • Microsoft office • RFID demonstration software • UWB RTLS demonstration software • RFID middleware • RFID gantry application software • Active RFID tags and readers demonstration software

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Skill Code	PRE-QMS-7004-1	Skill Category	Quality Management Systems
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Organisational Quality Management Systems		
Skill Description	This skill describes the ability to design the organisation's quality management system. It also includes using industry benchmarks, identifying areas for improvement across the organisation, setting targets and embedding quality into the organisational culture.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Benchmarks for best practice in quality • Comparative analysis techniques • Quality assurance schemes • Process of strategic planning • Communication strategies • Procedures for documentation and reporting • Codes of practice • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Source and review relevant industry benchmarks for best practice in quality • Apply comparative analysis techniques to production performance • Audit business systems against best practice criteria • Analyse and evaluate marketing plans and quality assurance schemes • Audit human resource management practices against best practice criteria • Determine environmental or natural resources parameters and assess them against best practice • Implement processes for systematic strategic planning within the organisation • Embed quality culture across the organisation • Define quality standards for products, physical and natural resources and inputs • Implement communication strategies to inform and engage staff and other stakeholders • Establish mechanisms for gaining feedback information on quality 		

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	<p>systems and processes</p> <ul style="list-style-type: none"> • Develop procedures for documentation and reporting
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Monitor and review performance against targets and performance indicators in an appropriate evaluation cycle • Analyse feedback and evaluation data and implement improvements
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify and implement relevant codes of practice • Consult with relevant parties to establish measurable targets and performance indicators for quality
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish processes to generate commitment to and opportunities for learning
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical</i></p>	N/A

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circumstances and contexts that the skill may be demonstrated.

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Skill Code	PRE-WSH-7012-1	Skills Category	Workplace Safety and Health
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Strategise Workplace Safety and Health for Manufacturing		
Skill Description	This skill describes the ability to strategise the organisation's Workplace Safety and Health (WSH) practices. It also includes implementing, managing, monitoring and reviewing an organisation's WSH audit programme.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Legal and other requirements relevant to Workplace Safety and Health (WSH) strategies • Types of WSH programmes • Organisational WSH requirements • Scope and objectives of WSH strategies • Roles, responsibilities and competence of persons in executing and implementing the organisation's WSH programmes • Performance indicators for WSH strategies • Organisational record-keeping requirements • Workplace Safety and Health regulations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish the objectives of the organisation's Workplace Safety and Health (WSH) strategy in accordance with the legal requirements and organisational procedures • Determine the performance indicators for the WSH strategy in accordance with the legal requirements • Implement and manage WSH strategies in accordance with the organisational audit procedures • Monitor and review the implementation status of WSH strategies in accordance with the organisational audit procedures 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to</i>	N/A		

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<p><i>improve work performance and/or enhance business values that are aligned to organisational</i></p>	
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	N/A
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	N/A
<p>Range of Application (where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	N/A

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Skill Code	PRE-SCL-7007-1	Skill Category	Supply Chain and Logistics Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Strategise Supply Chain and Logistics Management Processes		
Skill Description	This skill describes the ability to establish the organisation's supply chain and logistics management processes. It also includes identifying objectives, reviewing the supply and all its factors relevant to the strategy.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Change management theories, models and practices • Communication methods and procedures • Cost and benefit analysis methods and procedures • Financial analysis methods and procedures • Legal and regulatory requirements • Organisational strategic aims and objectives • Performance measurement and benchmarking theories, models and practices • Presentation theories, models and practices • Quality management theories, models and practices • Risk analysis methods and procedures • Stakeholder management methods and procedures • Supply chain management theories, models and practices 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify the organisation's objectives and its strategies for achieving them • Review the current supply chain strategy and how it helps to deliver other organisational strategies • Review all factors that are relevant to the development of the supply chain strategy • Identify obstacles to the development of the supply chain strategy and explore methods for overcoming them • Provide a rationale for the supply chain strategy • Gain the commitment of stakeholders and colleagues to implement the supply chain strategy 		

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<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Explore opportunities that will add value to the organisation • Establish a supply chain strategy that will make the organisation more effective in achieving its objectives
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Implement appropriate communication methods to provide the organisation with information on the supply chain strategy
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>N/A</p>
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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Skill Code	BM-BN-601E-1	Skill Category	Business Negotiation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Direct Negotiation Policy and Develop Negotiation Limits		
Skill Description	This skill describes the ability to develop, evaluate and refine negotiation policy and limits. It also includes setting negotiation guidelines to guide the negotiation process.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Situations that negotiation may be used in organisation • Means of applying negotiation limits and guidelines 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Develop negotiation policy and limits to guide organisation negotiation • Set negotiation guidelines to guide negotiation process 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate and refine negotiation policy and limits based on negotiation outcomes to enhance organisational effectiveness in managing negotiations 		

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<i>aligned to organisational goals.</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Adhere to organisational code of conduct, values and ethics when developing negotiation policy to ensure objectivity in the process
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Consult with stakeholders to identify areas for improvement in relation to organisational negotiation policy to enhance organisational effectiveness
Range of Application <i>(where applicable)</i> <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	BM-CM-601E-1	Skill Category	Change Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Lead Change Management		
Skill Description	This skill describes the ability to drive and lead change management in an organisation. It includes guiding the development of change management strategy, leading, evaluating and refining change management strategy as well as building an environment conducive for change management.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Leadership role in change management process • Types of change management programmes • Different leadership styles and approaches and their impact on change management • Drivers of implementing and sustaining change in the organisation • Factors that support change management • Typical barriers to change within organisations • Techniques to overcome resistance to change 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Define and drive change in the organisation to achieve desired strategic business outcomes • Guide development of change management strategy in accordance with organisational culture and interests of relevant stakeholders to facilitate buy-in and support for proposed change • Lead change in line with strategic plan to achieve change objectives 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate and refine change management strategy in accordance with organisational culture and interests of relevant stakeholders to facilitate buy-in and support for proposed change 		

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<i>performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Exercise organisational awareness to build an environment ready for change management programmes
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"> • Advocate organisational sharing on change management to encourage individuals to learn from the experiences of others and develop the skills needed to manage and adapt to change
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	BM-COM-601E-1	Skill Category	Communication
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Direct Relationships with Stakeholders		
Skill Description	This skill describes the ability to direct relationships with stakeholders. It includes evaluating the interests and needs of stakeholder groups and factors impacting organisation's stakeholder relationships, guiding programmes to enhance stakeholder relationships, as well as establishing and maintaining networks and relationships.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Business environment • Types of networks • Opportunities to build networks • Legal, regulatory, ethical and socio-cultural constraints that may apply to stakeholder relationships 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Guide interactions and programmes with stakeholder groups to support organisational strategies and objectives 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate factors impacting organisation's relationships with stakeholder groups to determine how to enhance relationships 		

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<i>improve work performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate interests and needs of stakeholder groups to understand the existing and potential relationships with the organisation • Demonstrate organisational awareness to act with stakeholder groups' interest to establish and maintain networks and long term relationships to support organisational strategies and objectives
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Engage in self-reflection to identify new platforms which offer opportunities to establish strategic business relationships with potential partners to support organisational objectives
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	BM-COM-504E-1	Skill Category	Communications
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Internal Communications Platforms and Channels		
Skill Description	This skill describes the ability to establish internal communications platforms and channels. It also includes evaluating existing platforms and channels as well as developing, selecting and refining such platforms and channels to ensure effectiveness.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Communications objectives • Organisational structure to identify approach to disseminate information • Internal partners needed to successfully disseminate messages • Outcomes of communication • Critical success factors of internal communications platforms and channels • Considerations in addressing employees' needs and motivations 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate existing communications platforms and channels to assess their effectiveness • Develop communications platforms and channels to effectively disseminate messages internally to achieve communications objectives • Select appropriate communications platforms and channels in consultation with relevant stakeholders to execute communications strategies 		

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<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> Review outcomes of communication to determine need to make necessary changes to communications platforms and channels
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> Demonstrate openness to ideas and suggestions when consulting stakeholders on communication platforms and channels to ensure individual views are acknowledged and addressed
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> Keep abreast of new communication platforms and channels to assess suitability for the organisation by subscribing to diverse information channels and participating in discussion platforms
<p>Range of Application</p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and</i></p>	<p>N/A</p>

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*contexts that the
skill may be
demonstrated.*

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Skill Code	BM-AC-601E-1	Skill Category	Accounting
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Endorse Accounting Policies, Plans and Financial Reports		
Skill Description	This skill describes the ability to review, evaluate and endorse an organisation's financial reports, financial indicators and financial reporting process. It also includes evaluating an organisation's accounting policies and tax plans.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Financial reporting process • Financial reporting standards • Relevant legislation • Behavioural impact of the use of financial indicators 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review financial reports to understand organisation's financial situation • Evaluate financial reporting process for endorsement purposes • Evaluate and present financial reports in accordance with financial reporting standards for endorsement purposes • Evaluate financial indicators to understand impact to the business model • Evaluate accounting policies in accordance with organisational business model for endorsement purposes • Evaluate tax plans in accordance with organisational business model for endorsement purposes 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Advocate regular review of financial reporting process to seek improvements to enhance productivity and maintain compliance to relevant regulations 		

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<p><i>improve work performance and/or enhance business values that are aligned to organisational</i></p>	
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Adhere to organisational and professional code of conduct, values and ethics when endorsing accounting policies, plans and financial reports to ensure organisational compliance to relevant regulations
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep abreast of regulatory requirements by subscribing to diverse information platforms to ensure organisational adherence
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Financial reporting standards must include:</p> <ul style="list-style-type: none"> • International Financial Reporting Standards (IFRS) • Financial Reporting Standards (FRS), as issued by the Accounting Standards Council (ASC) • Internal financial reporting standards <p>Relevant legislation must include:</p> <ul style="list-style-type: none"> • Financial reporting standards • Income Tax Act • Goods and Services Tax Act • Companies Act

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Skill Code	PRE-HRM-8011-1	Skill Category	Human Resource Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Align Workforce Strategy with Competitive Strategy		
Skill Description	This skill describes the ability to maximise HR's contribution to the overall success of an organisation. This includes strategies to align to business objectives and leverage on organisational culture to enhance integration and maximise employee contribution.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Organisational capabilities and gaps 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Understand how to make the strategic contribution of the workforce transparent and measurable • Create a vision for the organisation to build a highly motivated and innovative company • Develop an integrated HR strategy to manage change successfully 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Improve aspects of strategy execution that rely on talent • Target workforce investments to create the highest strategic returns for the organisation 		

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<i>enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Build resilience in the organisation to cope with change
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"> • Keep abreast of new trends in human capital management to better maximise staff's strengths
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skills Code	PRE-HRM-7010-1	Skills Category	Human Resource Management
		Skills Sub-Category <i>(where applicable)</i>	N/A
Skill Title	Develop and Evaluate Frameworks for Managing Conflict, Grievances and Disputes		
Skill Description	This skill describes the ability to ensure human resource services are aligned with business needs. It also includes the link between human resource initiatives and how these align to business strategy.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Elements of a framework that manage conflict, grievances and disputes • Range of actions to resolve conflicts, grievances and disputes • Conflict management models • Legal, ethical and socio-cultural considerations related to conflict, grievance and dispute resolution • Measures of effectiveness of a framework in managing conflict, grievances and disputes 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Develop a framework for managing conflict, grievances and disputes, taking into consideration the organisation's context and legal, ethical and socio-cultural considerations relating to conflict, grievance and dispute resolutions 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review framework for managing conflict, grievances and disputes to maintain or enhance positive employee relations 		

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<i>performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Consult key stakeholders to obtain buy-in for the framework and ensure alignment to organisation objectives
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	N/A
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	PRE-ICT-7003-1	Skill Category	Info-Communication Technologies
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Leverage on ICT Technologies to Design Advanced Spreadsheets		
Skill Description	The skill describes the ability to design and produce advanced spreadsheets to process numerical data. This involves understanding the needs of the organisation prior to the design of the spreadsheets, as well as evaluating the spreadsheet against its functionality.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Purpose, layout and format of spreadsheets • Design of spreadsheets • Presentation techniques • Process numerical data using spreadsheets • User documentation and technical guides • Methods to evaluate spreadsheets 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Design the spreadsheet in accordance with organisational requirements • Produce spreadsheets in accordance with the design specifications • Produce user documentation and technical guides for spreadsheets 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate the spreadsheet against organisational requirements and functionality to make improvements 		

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<i>performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Leverage on spreadsheets and processed numerical data to present information
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	N/A
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	Design of spreadsheets must include an in-depth understanding of: <ul style="list-style-type: none"> • Organisational requirements • Calculations required • Data entry • Data validation Types of spreadsheets must include: <ul style="list-style-type: none"> • Linked spreadsheets • Relative, absolute, and mixed cell referencing • Multi-sheet referencing • Named cells and cell ranges • Range of cell formats including conditional formatting • Functions to meet requirements, e.g. logical, statistical, mathematical, reference • Nested functions

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- Multi-stage functions
- Data validation with customised error message
- Macros to operate spreadsheet functions
- Customised menus and toolbars

Processing methods of numerical data using spreadsheet must include:

- Pivot tables
- Goal seek
- Modelling of spreadsheet data
- Advanced filtering of data

Types of user documentation must include:

- How to start the spreadsheet programme
- Routes through the spreadsheet menus
- Instructions about data entry
- Advice on how to respond to errors
- Examples of screens, data entry forms, data output screens and hardcopy

Technical guides must include information on:

- Details of the hardware and software required
- Instructions for opening and configuring the spreadsheet
- Details of all numerical processing
- Details of macros
- Details of validation and verification procedures
- Details of input and output screens and printed designs

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Skill Code	LPM-RLT-601C-0	Skill Category	People and Relationship Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Organisational Relationships and Lead Organisational Diversity		
Skill Description	This skill describes the ability to create and foster strong organisational relationships to provide strategic value to the organisation. It also includes developing strategic leadership networks, creating a diverse and cooperative work environment and supporting team building initiatives.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration, and workplace diversity • Organisational policies and procedures relating to business networking, organisational diversity and team building • Relevant professional or industry codes of practice and standards relating to business networking and team building • The implication and impact of strategies to encourage diversity on employees and the organisation • Relevant local, regional and international networks • Common barriers to developing a diverse and cooperative workplace • Team dynamics and group behaviours 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify and prioritise networks which may provide strategic value to the organisation or the individual to facilitate networking decisions • Identify and review the constraints that may affect participation in networks to develop appropriate responses • Pursue collaborative opportunities to support mutually beneficial outcomes • Lead the development of strategies to support diversity and cooperation at all levels of the organisation • Communicate expectations of cross cultural awareness throughout organisation to promote organisational diversity • Encourage and support senior management to build stronger teams across the organisation 		

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<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify innovative approaches to support team building
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Manage relationships to achieve cross-cultural cooperation and positive outcomes for individuals, teams and the organisation • Adjust interpersonal style and respond appropriately to emotional cues when interacting with others to meet the requirements of the social and cultural business context • Participate in team building activities with senior management team to develop instrumental relationships required to lead the organisation
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep abreast of organisational diversity management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application
<p>Range of Application</p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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Skill Code	LPM-PER-601C-0	Skill Category	Personal Management and Development
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Develop Self to Maintain Professional Competence to Lead an Organisation		
Skill Description	This skill describes the ability to lead organisational communications and decision-making as one of the most senior members of an organisation. It also includes influencing stakeholders and maintaining integrity in one's role as a key decision maker.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Legal and ethical considerations relating to organisational communications • Relevant professional or industry codes of practice and standards guiding the definition of values and behaviours • The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation • Implications and impact of organisational communication processes on stakeholders • Implications and impact of decision-making processes on employees and the organisation • Market trends and developments in relation to communication techniques and channels • Underlying issues and trends that may affect stakeholders' decision-making 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Lead stakeholders to develop strategic priorities for organisational communications • Promote the organisation using appropriate communication channels • Communicate decisions and ensure they are implemented accordingly to meet intended business outcomes 		

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<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review effectiveness of organisational communications to identify areas for improvement • Seek and encourage inputs from senior management and technical experts to develop innovative approaches and responses to emerging issues
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Lead the communication of organisational strategic priorities, directions and plans to stakeholders to influence and garner their support and buy-in • Maintain integrity of self and organisation throughout decision-making and problem-solving processes in accordance to organisational code of conduct
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Maintain awareness of market trends and organisational environment to lead appropriate strategic responses
<p>Range of Application</p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	N/A

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Skill Code	BM-PM-601E-1	Skill Category	Project Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Steer Programme		
Skill Description	This skill describes the ability to steer a programme in accordance with the programme and organisation requirements. It includes ensuring alignment between the programme and organisational strategic direction, reviewing and measuring programme outcomes as well as mitigating the impact of large-scale risks on the project.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Principles of risk and risk analysis • Objectives of risk and risk analysis 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Set overall direction of organisation’s programme of projects in accordance with to align to organisational strategic direction • Determine programme performance measures in accordance with programme requirements to facilitate programme outcomes measure • Review and measure programme outcomes to ensure adherence to set targets • Guide mitigation of large-scale risks to resolve issues 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Improve risk management systems and processes to ensure responsive and effective risk management within the organisation 		

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<i>improve work performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Build business relationships with customers to garner their support for future programmes
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"> • Keep abreast of changes in internal and external factors to identify and minimise impact of threats to the achievement of programme objectives by subscribing to diverse information channels
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	PRE-PRE-7001-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish and Develop Media Relationships		
Skill Description	This skill describes the ability to develop relations with media organisations. This includes determining communications objectives of the organisation, identifying media organisations, channels, personnel and content generators to establish relationships with, establishing contact with shortlisted media, and developing media relationships.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Purpose of setting media communications objectives • Types of media communications objectives • Types of media • Types of information in a media contacts database • Techniques of selecting media organisations and journalists Organisation's media communications objectives • Methods of communicating with different media organisations and journalists • Types of media materials used to communicate with the media • Importance of providing regular news updates to journalists 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Determine communication objectives of the organisation to facilitate the identification of appropriate media for outreach • Identify media organisations, channels and personnel to establish relations with • Carry out activities to develop media relations 		
Innovation and Value Creation <i>It refers to the ability to generate</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review the progress of media activities to make improvements for future communications 		

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<i>purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Establish contact with shortlisted media organisations, content generators and journalists to introduce own organisation
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	N/A
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	Types of media materials used to communicate with the media must include: <ul style="list-style-type: none"> • Press releases • Media kits • Media pitches • Invitations to events • Briefing documents for spokesperson Types of media must include: <ul style="list-style-type: none"> • Broadcast • Print • Online

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Skill Code	PRE-PRE-7002-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Speak with Confidence		
Skill Description	This skill describes the ability to speak publicly to deliver the organisation's message succinctly and in accordance with objectives.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Process of public speaking • Importance of poise and pace when speaking publicly • Importance of clarity, diction and intonation • Methods to engage the audience when speaking publicly • Value of self-awareness in public speaking • Value of audience awareness in public speaking • Types of speech • Components of speech • Effective delivery methods 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Ascertain objectives of speech to be delivered • Conduct research to confirm facts and figures • Prepare supporting materials for speech • Draft speech in line with objectives and in accordance with organisational objectives 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Refine speech to ensure message delivered is clear and succinct 		

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<i>values that are aligned to organisational</i>	
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Rehearse speech to solicit feedback • Deliver speech using effective delivery methods
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Critically appraise one's speech performance to refine future performance
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	N/A

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Skill Code	PRE-PRE-7003-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Drive Media Relations for Organisation's Success		
Skill Description	This skill describes the ability to drive the organisation's strategic direction in the management of the organisation's corporate reputation. It also includes setting the communications agenda, identifying opportunities and threats, prioritising the issues relating to these, building upon corporate ethics and governance, incorporating these into the organisation's policies and communicating the strategy to all stakeholders.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Principles of strategic public relations management in ensuring the organisation's corporate reputation • Components of a communications strategy • Principles of business and administration management relevant to managing an organisation's corporate reputation • Importance of planning, research and evaluation in the design of the organisation's media relations strategy • Importance of corporate brand or image and identify, factors contributing to these and how they might be influenced • Key internal and external developments affecting the organisation, the nature of their impact, and the implications for managing the organisation's corporate reputation • Multi-disciplinary nature of public relations, and how other business functions, social-scientific theories help to develop this practice • Legal, regulatory and ethical requirements affecting public relations within the organisation's sector • Issues of corporate governance and how these can impact upon the organisation's corporate reputation 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify and prioritise strategic communications objectives which are consistent with the organisation's corporate objectives and business strategy • Research and obtain information regarding the organisation's various customers, including their needs and expectations • Conduct effective boundary spanning activities to identify relevant information regarding the organisation's external environment 		

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<p><i>manage the changes at work.</i></p>	<ul style="list-style-type: none"> • Establish the organisation's communications strategy and associated objectives in line with the organisation's corporate reputation • Identify and agree on outcomes for communications projects which are measurable and in line with the organisation's agreed communication strategy • Explore and recommend partnership and sponsorship opportunities with other organisations, in line with the organisation's communication objectives • Design and implement social responsibility and community affairs programmes, in line with the organisation's communication objectives
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify and prioritise potential opportunities and threats in the organisation's external environment, based on an assessment of their potential impact on the organisation's corporate reputation • Carry out activities that maintain and enhance the organisation's corporate reputation and that of its products or services, and which are in line with the organisation's communication objectives
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Seek advice on relevant communication techniques to ensure success in the organisation's communication objectives
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>N/A</p>

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Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A
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Skill Code	PRE-PRE-7004-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Engage Audiences through Digital and Social Media		
Skill Description	This skill describes the ability to engage audiences through the use of digital and social media. It also includes identifying the target audience and how to access them, ensuring that the appropriate response devices are in place and responding to negative messages or comments from the target audience.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Legal, regulatory and ethical requirements codes of practice and organisational policies and procedures relevant to the use of digital and social media • Vision, objectives and culture of the organisation • Organisation's market and publics • Organisation's structure and business processes • Different types of digital and social media and their advantages and disadvantages • Establish the tone of voice to be used in digital and social media communications • Methods to select the channels or platforms best suited to a particular audience • How to make best use of different types of digital and social media, including search engine optimisation • Create content that will engage the target audience • Appropriate forms of etiquette on different digital and social media sites • Ways of dealing with negative responses from audiences • Types of data collection and reporting systems • Methods of monitoring the outcomes of the use of digital and social media 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Confirm the objectives for the use of digital and social media and the messages to be communicated • Establish the tone of voice to be used in communications and ensure that this is communicated within the organisation • Identify the target audience and how to access them 		

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<p><i>occupation, and the ability to react to and manage the changes at work.</i></p>	<ul style="list-style-type: none"> • Assess the benefits and risks of different types of electronic tools platforms and social media and select those best-suited to the audience • Create content that makes appropriate use of the channels or platforms selected and will engage the target audience’s participation • Ensure that content is accurate and justifiable • Ensure clear links to allow the audience to access further information or take appropriate action and include appropriate response devices • Create data collection and reporting systems to fulfil agreed monitoring requirements, in line with data protection and privacy legislations
<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Monitor and evaluate the outcomes of the use of digital and social media and adjust public relations strategies and actions accordingly
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Develop and make appropriate responses to negative messages or comments received • Liaise with systems specialists where necessary
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one’s self within and outside of one’s area of work.</i></p>	<p>N/A</p>

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Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A
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Skill Code	BM-RM-502E-1	Skill Category	Risk Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish and Develop Risk Management Philosophy and Strategies		
Skill Description	This skill describes the ability to develop risk management philosophy and strategies. It includes aligning risk management philosophy and strategies with organisational strategic objectives, culture and values, assessing business environment to determine impact on risk management philosophy, as well as refining and communicating risk management philosophy and strategies.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Issues pertaining to the business environment • Categories of organisational objectives • Distinction between different levels of organisational strategies • Influences and trends that may impact risk management strategy • Responsibilities of management in ensuring on-going effectiveness of risk management • Critical success factors for effective risk management 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Facilitate alignment of organisation's risk management philosophy and strategies with organisational strategic objectives, culture and values to achieve organisational outcomes • Assess business environment to determine impact on critical business functions and risk management philosophy and vice versa 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Refine risk management philosophy and strategies in consultation with relevant stakeholders to enhance effectiveness of risk management 		

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<i>to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Communicate risk management philosophy and strategies to employees to garner their support and buy-in
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"> • Augment own knowledge related to development of risk management strategies by subscribing to diverse learning channels and discussion platforms to ensure continuous learning for workplace application
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	BM-RM-504E-1	Skill Category	Risk Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Refine Risk Management Policies and Processes		
Skill Description	This skill describes the ability to refine risk management policies and processes. It includes identifying implementation gaps and weaknesses in the organisational risk management framework as well as establishing, monitoring and reviewing effectiveness of solutions to bridge the gaps and weaknesses.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • International standards and industry standards of risk management • Organisational maturity in risk management to assess risk management proficiency • Types of weaknesses in risk management framework • Objectives of and types of gaps in internal controls 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review information to identify potential risk management implementation gaps within the organisation • Identify weaknesses within the organisational risk management framework to determine areas for improvement • Develop and establish solutions to address gaps and weaknesses in internal controls versa 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Monitor and review effectiveness of solutions in bridging risk management implementation gaps and weaknesses and make further refinements if necessary 		

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<i>to organisational</i>	
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Demonstrate empathy and openness to feedback to communicate changes in risk management policies and processes to employees to garner their support and buy-in
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep abreast of international standards and industry standards of risk management to guide refinement of organisational risk management policies and processes to meet industry standards
<p>Range of Application (where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	N/A

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Skill Code	BM-RM-506E-1	Skill Category	Risk Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Processes for the Management of Non-Compliance		
Skill Description	This skill describes the ability to establish processes to manage non-compliance in an organisation. It includes Identifying relevant legislative and regulatory requirements to establish and refine compliance programmes and management systems as well as identifying and addressing non-compliances.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Sources of non-compliance • Relevant legislative and regulatory requirements and appropriate sources of information • Relevant stakeholders to provide advice on the management of non-compliance • Performance indicators of compliance programmes and management systems operations, in identifying non-compliances 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify relevant legislative and regulatory requirements for organisational compliance in consultation with relevant stakeholders • Propose and evaluate appropriate compliance programmes and/or management systems in consultation with relevant stakeholders to support organisational compliance requirements • Identify non-compliance based on relevant legislative and regulatory requirements for follow up • Determine appropriate responses to address non-compliance within scope of relevant legislative and regulatory requirements 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review and refine compliance programmes and management systems to enhance effectiveness of organisational compliance management 		

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<p><i>values that are aligned to organisational</i></p>	
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Exercise organisational awareness when establishing processes to manage non-compliance in an organisation to ensure diplomatic management of affected business units with high non-compliance
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Ascertain trends from past issues of non-compliance to provide insights when identifying areas of non-compliance for follow up
<p>Range of Application (where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Relevant legislative and regulatory requirements must include:</p> <ul style="list-style-type: none"> • Accounting and Corporate Regulatory Authority (ACRA) regulatory requirements • Inland Revenue Authority of Singapore (IRAS) filing requirements • Accountants Act • Business Registration Act • Companies Act • Companies Act Reform • Workplace Safety and Health Act • Employment Act

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Skill Code	BM-SPI-601E-1	Skill Category	Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Direct Organisational Strategies and Set Targets		
Skill Description	This skill describes the ability to direct organisational strategies and set targets. It also includes identifying strategic needs of the organisation, setting organisational directions, goals and targets, ensuring alignment with organisational vision, mission and values, as well as reviewing and refining organisational strategies and targets for endorsement.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Strategic objectives of the organisation • Performance drivers of the organisation • Objectives of strategic plans • Strategic risks 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify strategic needs of organisation to enhance organisational performance • Set organisational directions, organisational goals and targets to contribute to organisational strategies • Facilitate alignment of organisational strategies and targets with organisational vision, mission and values to support achievement of strategic needs of the organisation 		

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<p>Innovation and Value Creation</p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review and refine organisational strategies and targets for endorsement purposes
<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Exercise empathy and organisational awareness when communicating organisational strategies and targets to relevant stakeholders to seek their support and buy-in
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Engage in self-reflection to identify own areas for improvement in organisational strategic planning to enhance workplace performance • Improve own strategic planning capability by subscribing to diverse learning platforms to enhance workplace performance
<p>Range of Application</p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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Skill Code	BM-SPI-502E-1	Skill Category	Strategy Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Communicate Organisational Vision, Mission and Values		
Skill Description	This skill describes the ability to communicate organisational vision, mission and values. It includes contributing to the formulation of organisational vision, mission and values, communicating them through the organisation as well as monitoring and evaluating outcomes and effectiveness of communication strategies with a view to making refinements.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Objectives of cascading organisational vision, mission and values through organisation • Characteristics of an effective vision statement • Characteristics of an effective mission statement • Relevant stakeholders in communication • Importance of internalising the organisational vision, mission, values and leading by example 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Contribute to the formulation of organisational vision, mission and values in consultation with senior management to guide employee performance and behaviours towards organisational purpose • Cascade organisational vision, mission and values in accordance with communication strategies to guide employee performance and behaviours towards organisational purpose • Monitor and evaluate outcomes of communication to determine effectiveness of communication strategies and communication platforms and channels in disseminating message 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate and refine communication strategies to enhance communication of organisational vision, mission and values 		

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<i>enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> • Foster a positive organisational climate towards the organisational vision, mission and values to achieve buy-in from employees
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"> • Engage in self-reflection to identify areas for improvement in cascading organisational vision, mission and values through the organisation to enhance communication outcomes • Keep abreast of best practices in organisational communication on vision, mission and values by subscribing to diverse information channels to enhance own knowledge for workplace application
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	BM-SPI-507E-1	Skill Category	Strategy Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Evaluate Business Environments		
Skill Description	This skill describes the ability to monitor the business environment to assess internal and external influencing factors that may impact strategy planning and operational plans, as well as recommending response approaches to environmental changes.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Relationship between internal and external influencing factors • Functional areas of organisation 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Monitor business environment in accordance with organisational procedures • Identify and assess internal and external influencing factors that will impact strategy planning and operational plans • Recommend approaches to respond to environmental changes 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review and refine recommended approaches to respond to environmental changes to optimise results 		

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<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Recommend approaches to respond to environmental changes with an open mind for feedback and ideas to ensure stakeholders' views are acknowledged and addressed
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep abreast of market trends and developments in the business environment to identify impact on strategic planning by subscribing to diverse information channels and participating in industry networking sessions
<p>Range of Application (where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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Skill Code	BM-SPI-509E-1	Skill Category	Strategy Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish Business Strategies for the Business Function		
Skill Description	This skill describes the ability to develop business strategies for a business function. It also includes evaluating impact of critical business functions and internal and external factors, conducting situational analysis, as well as formulating and presenting business function strategies for management's approval and reviewing and refining them on a regular basis.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Objectives of functional strategies • Own role in conduct of situational analysis • Critical business functions 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate impact of critical business functions on organisational performance to identify implications for strategy formulation • Conduct situational analysis to identify factors affecting the organisation • Analyse impact of internal and external influencing factors on business function strategies to facilitate strategy formulation • Formulate business function strategies to align to organisational strategies, goals and objectives • Present business function strategies to management to seek endorsement 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review and refine business function strategies on a regular basis to align with organisational strategies, goals and objectives 		

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<i>performance and/or enhance business values that are aligned to organisational</i>	
Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Demonstrate openness to ideas and suggestions when seeking management endorsement on business function strategies to ensure individual views are acknowledged and addressed
Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Improve own capability in developing business unit strategies by subscribing to diverse learning channels to enhance workplace performance
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Code	BM-SPI-503E-1	Skill Category	Strategy Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Establish and Evaluate Systems to Achieve Organisational Targets		
Skill Description	This skill describes the ability to establish and evaluate systems to achieve organisational targets. It includes analysing organisational functions, structure and needs, as well as developing, establishing, evaluating and refining organisational systems.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Different tiers of systems within the organisation • Types of organisational systems • Relevant stakeholders to obtain inputs on system requirements • Criteria of effective systems 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Analyse and assess organisational functions, structure and needs • Develop and establish organisational systems in accordance with system requirements 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate and refine organisational systems to ensure alignment with organisational guidelines and policies, strategic plans and key performance indicators 		

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<p>Social Intelligence and Ethics</p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Demonstrate empathy and appreciation of others' views and issues when working with others to establish and evaluate organisational systems to maintain positive working relationships
<p>Learning to Learn</p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Engage in regular reflective practice to assess how organisational systems can be further improved to enhance efficiency
<p>Range of Application (where applicable)</p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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Version Control

Version	Date	Changes Made	Edited by
1.0	12 October 2016	Initial Version	SSG and EDB

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Definitions of the Five (5) Domains

Domain	Definition
Knowledge and Analysis	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
Application and Adaptation	Application involves the ability to perform work tasks and activities defined by the requirements of the occupation. Adaptation involves the ability to react to and manage the changes in the work contexts. The result of application and adaptation leads to the production of psycho-motor actions and behavioural reactions to the work tasks/activities/issues/areas, and the execution of the planned solutions to solve problems at work.
Innovation and Value Creation	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors to achieve organisational growth.
Social Intelligence and Ethics	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
Learning to Learn	Learning-to-learn includes the ability to improve on self-development within and outside of one's area of work. It involves the continual inspection of one's knowledge, analytical, application, adaptive, innovative and social skills that are needed to perform the work optimally and/or solve problems effectively.