

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Occupation: Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager/Vice-President

Occupation Description:

The Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager/Vice-President provides the overall direction of the organisation within the guidelines set up by the board of directors or a similar governing body. As a systems thinker, he/she strategises and directs operational activities at the highest level of management with the help of a management team.

Action-oriented and innovative, the Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager/Vice-President translates broad goals into achievable steps, anticipates and stays ahead of trends and takes advantage of opportunities. He/She also mentors the management team as part of succession planning and also represents the organisation before clients, investors and business partners.

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.

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

The skills expected of the Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager/Vice-President are summarised as below:

Skill Category	Skill Sub-Category	Skills
Product Management		PRE-PMN-8003-1 Strategic Research and Development
Operations Planning and Production		PRE-OPP-8001-1 Exploit Organisation's Strengths to Enhance Business Competitiveness through Strategic Technology and Operations Roadmapping
Sustainable Manufacturing		PRE-SMN-8008-1 Champion Green Manufacturing Practices for Sustainability
Manufacturing Productivity and Innovation		PRE-MPI-8030-1 Champion Lean Six Sigma for the Organisation PRE-MPI-8031-1 Champion Innovation in the Organisation
Quality Management Systems		PRE-QMS-8005-1 Champion Quality Management in the Organisation PRE-SCL-8008-1 Drive Value, Alignment and Sustainability in the Organisation's Supply Chain
Workplace Safety and Health		PRE-WSH-8013-1 Champion Workplace Safety and Health Policy Adoption
Business Continuity Management		BM-BCM-601E-1 Endorse Business Continuity Framework, Strategies, Policies and Plans BM-BCM-602E-1 Provide Leadership during Crisis Situations
Communication		BM-COM-602E-1 Advocate Organisation's Interests
Finance		BM-FIN-601E-1 Set Organisation's Finance Philosophy and Strategy

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Category	Skill Sub-Category	Skills
Human Resource Management		<p>PRE-HRM-8011-1 Align Workforce Strategy with Competitive Strategy</p> <p>PRE-HRM-7009-1 Promote Harmonious Tripartite Relations</p>
Leadership and People Management		<p>PRE-LPM-8002-1 Harness Cultural Intelligence in the Globalised Workplace</p> <p>LPM-DEV-601C-0 Lead Organisational Succession Planning, Capability Development and Employee Engagement</p> <p>LPM-PER-601C-0 Develop Self to Maintain Professional Competence to Lead an Organisation</p> <p>LPM-BRD-601E-0 Act as an Effective Board Member</p> <p>LPM-GEN-602E-0 Represent and Promote the Organisation</p> <p>LPM-GEN-601E-0 Build Positive Relationships with the Board</p> <p>PRE-LPM-8001-1 Mentor and Lead Staff</p>
Public Relations		<p>PRE-PRE-8005-1 Build International Business Networks</p> <p>PRE-PRE-8006-1 Speak with Impact</p> <p>PRE-PRE-8007-1 Champion the Organisation's Public Relations Strategy to Manage Corporate Reputation</p>
Risk Management		<p>BM-RM-601E-1 Set Risk Appetite and Risk Goals</p> <p>BM-RM-602E-1 Endorse Risk Management Philosophy and Strategies</p> <p>BM-RM-603E-1 Endorse the Principles of Corporate Governance and Compliance in the Organisation</p>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

Skill Category	Skill Sub-Category	Skills
Sales and Marketing		PRE-SMA-8003-1 Strategise Marketing for Competitive Advantage
Strategic Planning and Implementation		PRE-SPI-8009-1 Lead Organisations into the Future PRE-SPI-8010-1 Lead with Vision PRE-SPI-8011-1 Lead Achievement of Results

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-PMN-8003-1	Skill Category	Product Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Strategic Research and Development		
Skill Description	This skill describes the ability to promote innovation by engaging in and supporting innovation in a way that drives business strategy. This includes leveraging on a framework for R&D to manage product innovation as a strategic business process that cuts across and involves multiple functions.		
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 innovativeness and idea creation • Innovation strategy and how it is executed by the new product portfolio • Managing capacity: prioritising the new product portfolio in the R&D pipeline • Measuring project performance and overall innovation performance • Managing a portfolio of processes for different types of innovations (from incremental to radical) • Co-ordination and effective organisational structures for product innovation • Architectures, platforms and cost management in R&D • R&D partnerships and alliances: strategies and processes • Transferring knowledge • Innovation culture and managing professionals 		
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"> • Build tools to translate business strategy into a portfolio of innovation initiatives • Measure the performance of uncertain and long-term initiatives 		
Innovation and Value Creation	<p>The ability to:</p> <ul style="list-style-type: none"> • Build processes and structures to enhance the capability of the 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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>organisation to generate creative ideas for different purposes and with different degrees of value proposition</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"> • Engage with key stakeholders to drive innovation and change within the organisation • Promote knowledge sharing and innovation within 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"> • Understand the role of learning in producing innovation and how to cultivate a mindset for growth in an organisation
<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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-OPP-8001-1	Skill Category	Sustainable Manufacturing
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Exploit Organisation's Strengths to Enhance Business Competitiveness through Strategic Technology and Operations Roadmapping		
Skill Description	This skill describes the ability to exploit the organisation's strengths to enhance its business competitiveness through strategic technology and operation roadmapping. It also includes 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, organize and prepare for the company's roadmapping exercise • Facilitation skills • Divergence and convergence brainstorming techniques • Procedure for conducting strategic analysis • 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 prioritization of organisation's market drivers • Procedure for conducting and formulating organisation's internal goals and drivers • Method to prioritise organisation's internal goals and drivers • Method to prioritise organisation's new products and services • Procedure for conducting charting of company's roadmap • Procedure for conducting organisation's final roadmapping exercise review 		
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</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Design, organize and prepare for the company's roadmapping exercise • Gather market trends and external drivers relevant to organisation's business • Prioritise organisation's market drivers • Formulate organisation's internal goals and drivers • Prioritise company's internal goals and drivers • Prioritise company's new products and services 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>and manage the changes at work.</i></p>	<ul style="list-style-type: none"> • Chart organisation’s roadmap • Conduct organisation’s final roadmapping 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"> • Conduct strategic analysis of the organisation • Conduct performance dimension of a company’s products and services • Brainstorm for new products and services that will add value to the organisation’s existing offerings • Brainstorm for technology and resources to support development of new products and services
<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"> • Consult with key stakeholders on the strategic direction of 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"> • Learn from past roadmapping exercises to ensure past mistakes are avoided
<p>Range of Application</p> <p>(where applicable)</p> <p><i>It refers to the critical</i></p>	<p>N/A</p>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<i>circumstances and contexts that the skill may be demonstrated.</i>	
---	--

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-SMN-8008-1	Skill Category	Sustainable Manufacturing
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Champion Green Manufacturing Practices for Sustainability		
Skill Description	This skill describes the ability to champion the organisation's approach towards sustainability within the organisation. It also includes communicating the workplace sustainability policy to the organisation and advocating promotion policies to encourage adoption.		
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"> • Research aspects of sustainability which include environmental, economic and social aspects for incorporation in the organisation • Champion the development of the organisation's sustainability strategy that is reflective of the organisation's commitment to sustainability as an integral part of business planning • Direct the development of promotion policies to encourage the adoption of workplace sustainability in the organisation 		
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"> • Ascertain suitable strategies to be implemented for continuous improvement in resource efficiency 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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"> • Champion workplace sustainability policy in the organisation • Advocate promotion policies to promote workplace sustainability in the 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>	The ability to: <ul style="list-style-type: none"> • Augment one's knowledge in green manufacturing practices through industry networks and research groups
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-MPI-8030-1	Skill Category	Manufacturing Productivity and Innovation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Champion Lean Six Sigma for the Organisation		
Skill Description	This skill describes the use of Lean Six Sigma in the organisation to leverage on the benefits that it offers. It also includes understanding how the key principles, strategies and tools used in Lean Six Sigma can keep the organisation on the road to success.		
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"> • Definitions and statements used in Lean Six Sigma Methodology • Measurement terms and techniques used • Analysis for improvement • Improvement methods • Control methods used 		
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"> • Integrates permanent process ownership of Lean Six Sigma methodology in job descriptions and performance standards • Seeks assurance that all key processes are defined, measured and improved • Ensures all organisation's strategic priorities are aligned and related to Lean Six Sigma • Establish clear policies that align Lean Six Sigma with succession and promotion planning • Empower teams to actively manage key organisational processes through the use of Lean Six Sigma 		
Innovation and Value Creation <i>It refers to the ability to generate</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Recognise the failures and successes learned from Lean Six Sigma processes to ascertain areas for improvement 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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"> • Attend project team meetings on an occasional basis to take an active role in project task execution • Advocate the use of Lean Six Sigma at organisation-wide platforms
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"> • Advance and mentor potential leaders into critical roles within the organisation
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-MPI-8031-1	Skill Category	Manufacturing Productivity and Innovation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Champion Innovation in the Organisation		
Skill Description	This skill describes the ability to champion the organisation's innovation culture. It also includes the establishment of an innovation strategy to provide directions that initiate the development of operating systems, policies and processes to support innovation.		
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"> • Organisation's vision, mission and values • Components of an innovation framework • Components of innovation audits • Methods to establish an innovation culture • Methods to evaluate innovation frameworks 		
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 innovation frameworks that are in line with the organisation's vision, mission and values • Conduct innovation audits to gather data on newly proposed or implemented plans against established benchmarks • Evaluate innovation frameworks to analyse impact on organisation's key performance indicators 		
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"> • Identify and validate innovation processes and procedures that best suit the organisation 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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"> • Solicit feedback from customers on implemented innovation ideas • Establish a culture that promotes innovation
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"> • Review innovation practices within and across industries through industry networks to update one's knowledge of latest practices • Share industry leading practices and research on innovation with staff
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-QMS-8005-1	Skill Category	Quality Management Systems
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Champion Quality Management in the Organisation		
Skill Description	This skill describes the ability to champion and advocate the organisation's quality management systems. It also includes the benchmarking of the organisation's existing quality management system against global and local benchmarks and establishing reward schemes to encourage adherence to quality.		
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"> • Global and local benchmarks for best practice in quality • Comparative analysis techniques • Quality assurance schemes • Process of strategic planning • Communication strategies • Procedures for documentation and reporting • Code 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 • Determine the performance of the organisation's quality management systems against relevant industry benchmarks • Establish promotions and reward schemes to encourage adoption and adherence to the organisation's quality management systems 		
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"> • Analyse the organisation's gaps and evaluate data and implement improvements 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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"> • Establish processes to generate commitment to and opportunities for learning • Champion a quality management culture through the 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>	N/A

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-SCL-8008-1	Skill Category	Supply Chain and Logistics Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Drive Value, Alignment and Sustainability in the Organisation's Supply Chain		
Skill Description	This skill describes the ability to champion the organisation's drive to achieve value, alignment and sustainability in the organisation's supply chain. It also includes establishing network partnerships and exploring the benefits and risks of new 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>	The ability to understand: <ul style="list-style-type: none"> • Negotiation methods and procedures • Cost and benefit analysis methods and procedures • Evaluation methods and procedures • Industry-specific networks and sources of information • Networking methods and procedures • Organisational objectives and activities • Organisational strategic objectives and aims • Performance measurement and benchmarking 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>	The ability to: <ul style="list-style-type: none"> • Review the effectiveness of current strategic relationships within the supply chain • Assess the impact of new relationships on existing strategic relationships within the supply chain • Establish strategic relationships that improve the performance of the supply chain 		
Innovation and Value Creation <i>It refers to the ability</i>	The ability to: <ul style="list-style-type: none"> • Identify opportunities for establishing new strategic relationships within the supply chain 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<p><i>to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<ul style="list-style-type: none"> • Explore the benefits and risks of establishing new strategic relationships within the supply chain
<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"> • Ensure existing strategic relationships are developed and maintained
<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>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

Skill Code	PRE-WSH-8013-1	Skill Category	Workplace Safety and Health
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Champion Workplace Safety and Health Policy Adoption		
Skill Description	The skill describes the ability to provide top-down support to Workplace Safety and Health (WSH) Officers and to facilitate the necessary interventions to implement accepted WSH proposals to uphold the organisational WSH policies and fulfil WSH 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"> • Continuous improvement principles • Principles of motivation and leadership • Resources required and how to obtain them • Barriers to WSH change or innovation that can occur within the organisation • Broad practical and operational issues that determine whether a WSH initiative can be implemented • Considerations in generating and translating WSH change or innovation ideas into workable concepts • Communication and facilitation methods for encouraging WSH change or innovation within the organisation • Objectives of cascading organisational WSH policies through the organisation • Characteristics of effective WSH policies • Relevant stakeholders in communication • Importance of internalising the WSH policies and leading by example • Factors that may influence the organisation's WSH policies and objectives • Relevant stakeholders for clarification of WSH legal and other requirements • Applicable WSH legal and other requirements on WSH policies and objectives • Considerations in developing WSH organisational structure • Scope and criteria of WSH policies and objectives review • Impact to organisations arising from processes 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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"> • Examine and adapt strategies to organisation needs and prioritise • Develop organisational strategies aligned to organisational objectives and in consultation with relevant stakeholders • Develop organisational policies aligned to organisational WSH directions in consultation with relevant stakeholders
<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"> • Analyse impact of internal and external influencing factors on organisational WSH strategies and policies • Establish systems to support WSH change or innovation within the organisation in consultation with relevant stakeholders
<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"> • Liaise with key stakeholders to determine objectives of WSH strategies • Negotiate with stakeholders to develop implementation plans
<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>N/A</p>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	BM-BCM-601E-1	Skill Category	Business Continuity Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Endorse Business Continuity Framework, Strategies, Policies and Plans		
Skill Description	This skill describes the ability to provide oversight on business continuity management. It also includes approving business continuity framework, policies, strategies and plans to ensure alignment as well as monitoring and reviewing business continuity plans to cope with changes in the business environment.		
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 and scope of business continuity management • Awareness of business continuity management leading practices within the industry • Levels of maturity of business continuity management in organisations 		
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"> • Ensure business continuity plans and crisis management plans are aligned to business continuity strategies to ensure organisational effectiveness in responding to disruptive events • Approve business continuity framework, policies, strategies and plans for implementation • Provide oversight to business continuity management within the organisation to ensure rapid response during disruptive events 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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"> • Advocate regular review of business continuity framework, strategies, policies and plans to seek improvements to enhance organisational effectiveness in business continuity and crisis management
<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"> • Drive communication of business continuity and crisis management plans to employees to garner their support for execution Execute Crisis Management Plan
<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"> • Augment own knowledge on business continuity management by subscribing to information and learning channels and participating in discussion platforms to ensure continuous learning 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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	BM-BCM-601E-1	Skill Category	Business Continuity Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Endorse Business Continuity Framework, Strategies, Policies and Plans		
Skill Description	This skill describes the ability to provide oversight on business continuity management. It also includes approving business continuity framework, policies, strategies and plans to ensure alignment as well as monitoring and reviewing business continuity plans to cope with changes in the business environment.		
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 and scope of business continuity management • Awareness of business continuity management leading practices within the industry • Levels of maturity of business continuity management in organisations 		
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"> • Ensure business continuity plans and crisis management plans are aligned to business continuity strategies to ensure organisational effectiveness in responding to disruptive events • Approve business continuity framework, policies, strategies and plans for implementation • Provide oversight to business continuity management within the organisation to ensure rapid response during disruptive events 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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"> • Advocate regular review of business continuity framework, strategies, policies and plans to seek improvements to enhance organisational effectiveness in business continuity and crisis management
<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"> • Drive communication of business continuity and crisis management plans to employees to garner their support for execution Execute Crisis Management Plan
<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"> • Augment own knowledge on business continuity management by subscribing to information and learning channels and participating in discussion platforms to ensure continuous learning 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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	BM-BCM-602E-1	Skill Category	Business Continuity Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Provide Leadership during Crisis Situations		
Skill Description	This skill describes the ability to lead organisation through crisis situations. It also includes activating and directing review of crisis response, recovery and stand down activities, managing crisis communication, reviewing impact of disruptive events on the organisation, as well as identifying programmes for staff learning and development in crisis 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"> • Business impact of disruptive events on the organisation • Own role in communication with relevant stakeholders 		
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"> • Approve activation of the crisis response, recovery activities and stand down procedures to ensure alignment with business continuity strategies and crisis management plan • Manage communication of disruptive events to relevant stakeholders to ensure alignment with crisis communication plan • Review report to determine business impact arising from disruptive events on the organisation 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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"> • Direct review of crisis response, recovery activities and stand down procedures to make improvements for future activation during crisis situations
<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"> • Maintain composure, self-confidence and resilience as a leader when leading organisation to deal with challenges in a crisis situation
<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"> • Identify programmes for staff learning and development in crisis management to strengthen organisational capability in crisis management
<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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	BM-COM-602E-1	Skill Category	Communication
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Advocate Organisation's Interests		
Skill Description	This skill describes the ability to set advocacy strategies and objectives, evaluate advocacy targets, select appropriate advocacy methods, communicate message and determine if organisation's interests have been met, as well as executing follow up actions.		
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"> • Advocacy cycle • Profile of advocacy targets • Criteria for crafting advocacy message • Substantiated position to effectively communicate advocacy message • Legal, regulatory, ethical and socio-cultural constraints with regard to advocacy 		
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 advocacy strategies and objectives to further organisation's interests • Evaluate advocacy targets to support advocacy objectives • Select appropriate advocacy methods to relay and communicate message 		
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"> • Determine if organisation's interests have been met and execute follow-up actions accordingly to achieve organisation's interests 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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"> • Communicate message in accordance with advocacy strategies to garner 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"> • Engage in self-reflection to identify areas for improvement in developing advocacy strategies 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

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	BM-FIN-601E-1	Skill Category	Finance
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Set Organisation's Finance Philosophy and Strategies		
Skill Description	This skill describes the ability to establish organisation's finance philosophy and strategies. It also includes establishing organisation's short and long-term financial needs, reviewing organisation's financial risk position as well as directing, evaluating, reviewing and refining corporate finance and financial risk 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"> • Factors that increase risk exposure of the organisation • Impact of the organisation's capital structure on financial strategies • Impact that financial strategies have on organisational policies, targets and operations • Critical success factors for effective financial 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"> • Establish organisation's short and long-term financial needs to understand the organisation's financial situation • Review organisation's financial risk position and management policies to identify implications for financial strategies • Direct development of corporate finance philosophy and financial risk philosophy and strategies to meet financial needs • Evaluate philosophy and strategies in accordance with organisational procedures for endorsement purposes 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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 philosophy and strategies in line with changes to the business environment
<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 establishing organisation's finance philosophy and strategies to ensure ethical conduct and compliance to legislative and regulatory requirements
<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 changes in business environment to determine impact on organisational finance strategies and required response by subscribing to diverse information channels
<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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

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 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-HRM-7009-1	Skill Category	Human Resource Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Promote Harmonious Tripartite Relations		
Skill Description	This skill describes the ability to lead collective bargaining processes with a view to promote harmonious tripartite relations in the organisation. This includes the ability to understand the processes used in dispute and grievance management as well as demonstrate advanced communication skills in representing the organisation to a diverse group of 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"> • Legislative procedures, organisational policies and procedures, standards and codes of practice relating to industrial relations and collective bargaining • Models and methods for engaging, negotiating and communicating with key stakeholders • Role of tripartite parties in Singapore industrial relations system • Market trends and developments in relation to human resource and industrial relations • Sources of conflict • Collective bargaining process • Systems and processes to implement agreed outcomes 		
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"> • Champion organisational policies and procedures to strengthen labour and management relations • Direct the development of systems and processes to ensure agreed outcomes are implemented 		
Innovation and Value Creation <i>It refers to the ability to generate</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Examine possible causes and sources of conflict that may erode the organisation's business value 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<p><i>purposive ideas to 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"> • Establish effective working relationships with union representatives to ensure synergy between tripartite parties • Lead collective bargaining process to achieve mutually beneficial and acceptable outcomes
<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"> • Review legislative procedures, organisational policies and industrial practice and compliance requirements relevant to the organisation • Keep abreast of market trends and developments in relation to human resource and industrial relations • Engage in self-reflection on one's own performance and experience in the collective bargaining process
<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>Legislative procedures relevant to labour and management relations must include:</p> <ul style="list-style-type: none"> • Employment Act • Industrial Relations Act • Trade Unions Act • Trade Disputes Act • Workplace Safety and Health Act • Retirement Age Act • Workmen's Compensation Act <p>Sources of conflict must include:</p> <ul style="list-style-type: none"> • Issues, concerns and tensions between individuals and groups

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

- Problems related to work roles and responsibilities
- Matters related to workplace relationships and productivity
- Introduction of initiatives which may impact a worker's entitlements and work environment

Systems and processes to implement agreed outcomes must include:

- Mediation processes
- Collective bargaining
- Employee engagement
- Employee recognition programmes
- Leadership programmes
- Learning and development
- Organisation culture

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

Skill Code	PRE-LPM-8002-1	Skill Category	Leadership and People Management
		Skill Sub-Category <i>(where applicable)</i>	N.A.
Skill	Harness Cultural Intelligence in the Globalised Workplace		
Skill Description	This skill describes the ability to develop a repertoire of strategic leadership capabilities, particularly in the area of cultural intelligence (CQ) – This skill describes the ability to function across a variety of cultural contexts. This includes a working understanding of CQ and its relevance to the industry and the organisation.		
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"> • Culture and the different spheres of culture (national, regional, industry, company) • Components of cultural intelligence • Culturally intelligent leadership • Dimensions of national culture and the underlying assumptions of one's own cultural perspective 		
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"> • Investigate the content of current intercultural business communication • Develop a plan for enhancing cultural intelligence personally and throughout the organisation 		
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"> • Leverage on cross-cultural relationships to drive business performance 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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"> • Interpret behaviour, attitudes and communication styles of people from different cultures • Use a repertoire of behavioural skills appropriate for different inter-cultural situations • Exhibit a high degree of effectiveness when working with culturally diverse groups
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 on one's awareness of strengths and weaknesses in managing cross-cultural situations
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N.A.

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	LPM-DEV-601C-0	Skill Category	People Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Lead Organisational Succession Planning, Capability Development and Employee Engagement		
Skill Description	This skill describes the ability to identify and groom successors, support organisational learning and development and engage employees to develop a strong organisational base.		
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 succession planning, and organisational learning and development • Organisational policies and procedures relating to succession planning, and organisational learning and development • Relevant professional or industry codes of practice and standards relating to learning and development • Implications and impact on employees and the organisation arising from succession management processes, learning and development processes and engagement activities • Relationship between engagement and performance • Concepts and theories of succession planning and employee engagement • Market trends and developments in relation to succession management, employee engagement and learning and development 		
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 succession management strategy in consultation with the human resources function and other relevant personnel to facilitate succession planning • Identify critical roles and feeder positions to provide opportunities to groom successors • Work with managers and identified successors to create and implement development and retention plans • Prioritise learning and development programmes to support employees in the development of their professional, technical and managerial competencies • Empower senior managers to demonstrate independence and 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

	<p>responsibility for their personal development</p> <ul style="list-style-type: none"> Promote engagement strategies to improve organisational performance
<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 succession management approach to identify areas for improvement Consult stakeholders to identify learning and development issues and review existing learning and development systems and processes to identify areas for improvement
<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"> Assess the emotional climate of the organisation towards the learning and development programmes and exercise organisational awareness to address employees' concerns
<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 succession planning management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge and performance in managing succession planning

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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>
--	------------

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

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 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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>	<p>N/A</p>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

Skill Code	LPM-BRD-601E-0	Skill Category	Leadership
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Act as an Effective Board Member		
Skill Description	This skill describes the ability to act as an effective member of a board of governance. It also includes complying with legal requirements and supporting organisational strategic leadership and performance.		
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"> • Structure, functions and responsibilities of the board • Legal and compliance frameworks that govern the management of business • Principles of corporate governance • Legal and ethical considerations relating to the roles and responsibilities of a board director • Relevant professional or industry codes of practice and standards relating to roles and responsibilities of a board director • The scope of roles and functions of executive, non-executive and independent directors • Implications and impact on stakeholders' value as a result of actions and risks taken by the board • Litigation and shareholder ratification powers • Residual powers of the general meeting 		
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"> • Work within the structure and operations of the board and legal and compliance frameworks to ensure compliance of actions required of directors and officers of organisations • Analyse trends and factors of strategic value and impact to the organisation to facilitate strategic planning • Work with senior management and subcommittees to develop and prioritise organisational objectives and establish targets for organisational performance • Use agreed indicators to evaluate and monitor organisational performance 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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"> • Research key issues to contribute and value add to board decision-making
<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 with stakeholders to ensure their interests are objectively considered • Manage relationships with other board members to ensure an effective board to meet organisational needs
<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 skills and knowledge required to act as an effective board member
<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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	LPM-GEN-602E-0	Skill Category	Communications
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Represent and Promote the Organisation		
Skill Description	This skill describes the ability to represent the organisation positively at different platforms and occasions. It also includes preparing and communicating key messages to promote the organisation.		
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 policies and procedures relating to communication processes and systems • Types of communication techniques and channels appropriate for developing networks and disseminating information regarding organisational activities, services and programmes • Legal and ethical considerations relating to communicating with the media • Organisational policies and procedures relating to communicating with the media • Implications and impact of media relationships on employees and the 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"> • Identify organisational issues or key messages for communication to meet organisational needs • Select target audience and research their expectations to determine message positioning and the most appropriate communication channels to achieve desired organisation outcomes • Develop networks and contacts to assist with communication in accordance to organisational needs • Prepare materials to support communication in accordance to organisational communications guide • Adapt communication style to suit audience expectations and deliver information positively to achieve desired organisational outcomes 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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"> • Obtain feedback on how communication was received to identify areas for improvement in the communication process
<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"> • Maintain integrity of self and organisation throughout the communication and promotional activity to meet requirements on 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"> • Practise delivery of communication messages to maintain professional standard in accordance to organisational requirements • Keep abreast of market trends and practices relating to organisational communications 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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	LPM-GEN-601E-0	Skill Category	People and Relationship Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Build Positive Relationships with the Board		
Skill Description	This skill describes the ability to work with the board to provide organisational leadership and to build positive relationships with the board. It also includes strategic planning, providing timely information to the board, encouraging professional development of board members and facilitating interactions with the board.		
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"> • Structure, functions and responsibilities of the board • Board member roles and responsibilities • Board relationship with stakeholders • Legal and ethical considerations relating to the roles and responsibilities of a board director • Principles of corporate governance 		
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"> • Work with the board to establish organisational strategies, targets and performance measures to achieve organisational objectives • Work with senior management team to implement organisational strategies developed by the board to achieve organisational objectives • Report on outcomes and key issues to the board in accordance to organisational agreed performance indicators, communication protocols and channels to provide updates and seek decision-making and advice • Facilitate board interactions with senior management team in accordance to organisational practices to manage relationships with the board 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<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"> • Develop and utilise appropriate communication channels to provide timely and relevant information to the board
<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"> • Apply emotional intelligence to guide own thinking and actions when interacting with the board
<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"> • Encourage the professional development of board members to ensure they are effective in their roles
<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>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-LPM-8001-1	Skill Category	Leadership and People Management
		Skill Sub-Category <i>(where applicable)</i>	N.A.
Skill	Mentor and Lead Staff		
Skill Description	This skill describes the ability to mentor staff to develop their competence and practice through supervised guidance, communities of practice, review and reflection.		
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"> • Contemporary models, tools and techniques of reflection • Importance of critically reflecting on own values, behaviours, attitudes, emotional awareness and commitment and how they impact on own practice • Importance of having a clear understanding of one's own competence • National and international professional standards and criteria used to evaluate own ethical and professional practice and performance • Boundaries of own competence as a mentor and one's relationships with those to be mentored • Purpose of professional guidance • Gaining advice and support from communities of practice • Using professional guidance to set priorities for and review own professional development plan • Contemporary models and techniques used to improve one's performance as a mentor • Trends in mentoring theory and practice and their potential impact on future practice • Opportunities available to support own professional and personal development • Importance of reflecting on and taking responsibility for own professional and personal development • Record outcomes of mentor programmes in accordance with organisational policies and procedures 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and activities</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish objectives and scope of mentorship with person to be mentored • Recognise the boundaries of own competence as a mentor and one's relationship with professionals 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>required of the occupation, and the ability to react to and manage the changes at work.</i></p>	<ul style="list-style-type: none"> • Document outcomes of mentoring programme in accordance with organisational policies and procedures
<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"> • Review and update continuous development plan to take into account feedback and changing mentoring practice
<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"> • Reflect on one's own practice and performance against mentoring standards and criteria • Critically reflect on one's own values, behaviours, attitudes and commitment to improving professional and personal development • Seek feedback on one's performance from colleagues, stakeholders, clients within communities of practice • Maintain and update one's knowledge in mentoring in order to further enhance one's mentoring techniques

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

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

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-PRE-8005-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Build International Business Networks		
Skill Description	This skill describes the ability to develop and use international contacts and networks to provide a range of information, support and resources to may be leveraged upon to the organisation's benefit. It includes considering how the organisation can contribute to the networks.		
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"> • Communication and interpersonal skills • Methods to build international networks • Methods to identify where networking opportunities exist and where the gaps are • Methods to maintain network contacts • Organisational guidelines relating to the building international networks • Methods to evaluate the usefulness of international networks 		
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"> • Seek opportunities to make new contacts using formal and informal techniques • Contribute to existing network contacts in a way that builds their confidence in you • Ask contacts for information, advice and further contacts that will benefit the organisation • Evaluate how new contacts can add value to the organisation both in the present and in the future 		
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"> • Keep abreast of networks and contacts, and identify improved ways of using them • Use contacts to improve the quality of the business information • Monitor the information and support given by other organisations to see 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>if they can improve the business support services you provide</p> <ul style="list-style-type: none"> • Identify ways to improve the quality of information from international contacts and network organisations • Review the opportunities, costs and benefits of new contacts and networks
<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"> • Ensure that relationships with contacts adhere to organisational guidelines
<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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-PRE-8006-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Speak with Impact		
Skill Description	This skill describes the ability to speak publicly to deliver the organisation's message succinctly and in accordance with objectives. It also includes being able to deliver the speech convincingly with maximum impact.		
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 • Analyse the audience profile of the event • Prepare supporting materials for speech • Draft speech in line with objectives and in accordance with organisational objectives and audience profile 		
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"> • Refine speech to ensure message delivered is clear and succinct • Leverage on data analytics to assess the effectiveness of the speech in creating the desired impact 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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"> • Rehearse the speech to solicit feedback • Deliver speech using effective delivery methods
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"> • Critically appraise one's speech performance to refine future performance
Range of Application (where applicable) <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-PRE-8007-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Champion the Organisation's Public Relations Strategy to Manage the Organisation's Corporate Reputation		
Skill Description	This skill describes the ability to champion the organisation's strategic direction in the management of the organisation's corporate reputation. It also includes championing the organisation's corporate and social responsibility mission while ensuring adherence to legal, regulatory and ethical frameworks.		
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 • 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 they can impact 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 manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish and agree with the organisation's public relations team a communications strategy and its associated objectives in line with the organisation's corporate reputation • Support responsibility and community affairs programmes, in line with strategic communications objectives 		
Innovation and Value Creation <i>It refers to the ability to generate</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Champion activities that maintain and enhance the organisation's corporate reputation and that of its products or services, which are in line with agreed communications objectives 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>purposive ideas to 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"> • Endorse the organisation’s relevant communications techniques to drive the organisation’s corporate reputation • Ensure adherence to relevant legal, regulatory and ethical frameworks
<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>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

Skill Code	BM-RM-601E-1	Skill Category	Risk Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Set Risk Appetite and Risk Goals		
Skill Description	This skill describes the ability to set and align an organisation's risk appetite and risk goals with the organisation's risk management philosophy. It includes evaluating internal and external environmental dynamics to assess its impact on an organisation, as well as directing the development and refining organisation's risk appetite and risk goals.		
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"> • Criteria for strategy evaluation • Internal and external environment that may impact risk management strategies • Definition of risk appetite and risk tolerance • Risk goals • Risk categorisation 		
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 organisational strategic objectives as a basis for operations, reporting and compliance objectives • Evaluate organisational direction, processes, capabilities, and internal and external environmental dynamics with regard the risk management process to assess organisational risk exposure level • Direct development of organisation's risk appetite and risk goals in accordance with risk management philosophy in consultation with relevant stakeholders • Facilitate alignment of risk appetite and risk goals with organisational strategies 		
Innovation and Value Creation <i>It refers to the</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review and refine organisational risk appetite and risk goals to respond to changes in the internal and external environment to ensure organisational 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>sustainability</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"> • Demonstrate empathy and openness to feedback to communicate and consult stakeholders on organisation's risk appetite and risk goals 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 technological developments and its associated risks to mitigate an organisation's risk exposure
<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>

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

Skill Code	BM-RM-602E-1	Skill Category	Risk Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Endorse Risk Management Philosophy and Strategies		
Skill Description	This skill describes the ability to evaluate an organisation's risk management philosophy and strategies for the purposes of endorsement. It includes establishing the organisation's risk context, assessing implications of risk management philosophy and strategies as well as aligning and refining risk management philosophy and strategies to meet organisational 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"> • Risk management philosophy • Criteria of reasonable assurance of achievement of organisational objectives 		
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 organisation's internal and external context for managing risk • Ensure alignment of risk management philosophy and strategies with organisational strategic objectives • Assess implications of risk management philosophy and strategies to endorse philosophy and establish strategies with reasonable assurance 		
Innovation and Value Creation <i>It refers to the ability to generate</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Refine risk management philosophy and strategies in accordance with organisational guidelines/policies 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>purposive ideas to 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"> • Advocate communication of organisational risk management philosophy and strategies to employees to achieve common understanding and garner support
<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"> • Augment own knowledge on organisational risk management practices by subscribing to diverse learning channels and discussion platforms to ensure continuous learning for workplace application
<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>Risk management philosophy must refer to:</p> <ul style="list-style-type: none"> • A set of shared beliefs and attitudes characterising how organisation considers risk in all business activities, from strategy development and implementation to its day-to-day activities

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	BM-RM-603E-1	Skill Category	Risk Management
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Endorse the Principles of Corporate Governance and Compliance in the Organisation		
Skill Description	This skill describes the ability to guide and endorse an organisation's corporate governance and compliance policy. It includes defining roles and responsibilities in adhering to corporate governance policy, endorsing and guiding the implementation of corporate governance policy as well as reporting to management on overall compliance to corporate governance.		
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"> • Regulatory frameworks applicable to the organisation and global leading practices • Processes for operationalising the corporate governance policy • Corporate governance principles • Internal and external corporate governance 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"> • Define roles and responsibilities of company directors and various committees for compliance with corporate governance policy • Provide feedback to inform management on the overall compliance with corporate governance policy • Evaluate an operational plan to monitor and internalise corporate governance in the organisation for endorsement purpose 		
Innovation and Value Creation <i>It refers to the ability to generate</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Provide feedback on areas for improvement to enhance effectiveness of organisational corporate governance management 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>purposive ideas to 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 ethical code of practice when endorsing corporate governance principles, policy and operational plan to ensure organisational compliance to corporate governance requirements
<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"> • Provide guidance to operationalise corporate governance policy in the organisation
<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>Regulatory frameworks must include:</p> <ul style="list-style-type: none"> • Company Legislation and Regulatory Framework • Singapore Code of Corporate Governance (Monetary Authority of Singapore) • Companies Act • Statements of Accounting Standards • Statements of Recommended Accounting Practice • International Accounting Standards • Monetary Authority of Singapore • Securities Industry Council • Registrar of Companies

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

- | | |
|--|--|
| | <ul style="list-style-type: none">• Commercial Affairs Department of the Ministry of Finance• Takeover Code |
|--|--|

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-SMA-8003-1	Skill Category	Public Relations
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Strategise Marketing for Competitive Advantage		
Skill Description	This skill describes the ability to meet the complex, rapidly changing demands of the industrial environment by gaining a thorough understanding of how a range of issues – from segmentation to pricing to customer relationships – interconnect and increase an organisation’s efficiency and improve performance.		
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"> • Impact of high risk, large transactions, diverse channels and strategic alliances on an organisation’s marketing strategy • Challenges of marketing • Competitive dynamics and the challenge of differentiation • Challenges of inter-company relationships • Strategic pricing • Challenges of creating and sustaining value 		
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 the competitive dynamics and the challenge of differentiation • Critically evaluate and interpret business situations in informing organisational decisions • Assess components of customer value and then translate them into actionable marketing strategies and programmes 		
Innovation and Value Creation <i>It refers to the</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Assess the organisation’s strategic thrust and value proposition of the organisation’s products or services 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<ul style="list-style-type: none"> • Create value through market offerings, value pricing, integrated communications and effective channel management
<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 nurture relationships with stakeholders to deliver value
<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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-SPI-8009-1	Skill Category	Strategy Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Lead Organisations into the Future		
Skill Description	This skill describes the ability to leverage on strategic planning to maintain the organisation's competitive advantage in changing times. This includes understanding the driving forces that shapes the organisation and how to formulate and focus one's vision to take the organisation forward.		
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"> • Driving forces that shape an organisation • Maintaining a competitive advantage in changing times • Viable change scenarios and potential outcomes • Effective leadership in strategic planning 		
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 the driving forces that shape your world, create a limited number of viable views of the future, and develop an effective action plan based on each possibility • Examine underlying forces that are shaping organisational change through the industry • Address the challenges of new competition, regulation and technology that are continually changing the game and creating intense pressure to stay on top of new developments • Map out a series of viable scenarios to create successful plans • Formulate a vision to take the organisation forward 		
Innovation and Value Creation <i>It refers to the ability to generate</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Characterise the potential actions that could eliminate or reduce the intensity of an organisation's competitive disadvantages • Critically appraise dimensions of new products / services and new 		

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<p><i>purposive ideas to improve work performance and/or enhance business values that are aligned to organisational</i></p>	<p>customer segments</p> <ul style="list-style-type: none"> • Develop effective methods to identify the organisation's competition and establish the organisation's unique value proposition
<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"> • Adopt communication skills visionary leaders use to increase one's influence and effectiveness
<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"> • Examine how great leaders have risen to challenges and how to apply their strengths to enhance one's leadership skills
<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>

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-SPI-8010-1	Skill Category	Strategy Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Lead with Vision		
Skill Description	This skill describes the ability to articulate the organisation's vision and culture and build commitment within the organisation. It includes establishing strategic priorities for the organisation and championing the organisation's values and behaviours in all actions.		
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 in relation to the community and employees • Relationship between vision and values and its contribution to the development of an organisational culture that pursues strategic objectives • Interpersonal and communication skills • Consultative and benchmarking techniques • Relationships between organisation and suppliers, customers and competitors • Corporate governance and social responsibility requirements • Roles and responsibilities related to visioning • Impact of defined organisation vision and culture on employees • Leadership and management techniques for developing the organisation and models for providing direction to organisation • Negotiation techniques for building consensus • Theories and concepts relating to culture within organisations • Relationship between high level strategy and the development and implementation of business plans and processes • Culture and vision for organisation • Scope of responsibility in leading and managing the operations and functions of the entire 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</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify trends and factors of strategic value and significance to the organisation • Consult with stakeholders to define mission and objectives for the organisation • Define key outcomes, deliverables and criteria to be used in evaluating success of strategies • Address corporate governance and social responsibility obligations 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>react to and manage the changes at work.</i></p>	<ul style="list-style-type: none"> • Drive the development of organisation vision and culture • Identify values and beliefs that underpin vision for the organisation and support strategic priorities • Create processes which engage stakeholders in the review and development of values and vision for the organisation
<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"> • Assess the challenges facing organisation presently and in the future to ensure organisation vision and mission meets such challenges
<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 strategic priorities to influence stakeholders and ensure their buy-in and support • Communicate vision, values and expectations to stakeholders and build commitment to the organisation • Communicate clear, inspiring goals, plans and priorities to ensure stakeholder support and buy-in • Engage employees to develop plans to operationalise strategic priorities • Model strong leadership by demonstrating application of organisational values, behaviours and governance priorities
<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 relation to the industry in which the organisation operates

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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>Roles and responsibility related to visioning includes:</p> <ul style="list-style-type: none">• Establishing strategic priorities for the organisation• Driving the development of organisation vision and culture• Providing organisational leadership, direction and governance
--	--

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

Skill Code	PRE-SPI-8011-1	Skill Category	Strategy Planning and Implementation
		Skill Sub-Category <i>(where applicable)</i>	N/A
Skill	Lead Achievement of Results		
Skill Description	This skill describes the ability to drive the organisation's achievement of results. This includes establishing business objectives and key performance indicators as well as monitoring the performance of the organisation with a view to rewarding and managing performance.		
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 achievement of results • Policies and procedures in relation to achievement of results • Roles and accountability in the achievement of results • Relationship between business objectives and the processes required to pursue these objectives at the operational level • Relevant professional or industry codes of practice that may impact on business objectives • Models and methods of business planning, business planning cycle, performance management and performance measurement systems, assessing and prioritising risk • Communication techniques and channels relevant for disseminating information regarding the development of business objectives, and organisation performance • Scope of responsibility in leading and managing the operations and functions of the entire organisation • Facilitation methods for gathering input and feedback from stakeholders • Implications and impact of remuneration and performance management processes on employees and the organisation • Statistical analysis for evaluating data and measures relating to organisation performance • Implications and impact of measurement processes on employees and the organisation 		
Application and Adaptation <i>It refers to the ability to perform the work tasks and</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish organisational business objectives taking into consideration the organisation's vision, mission and values • Provide support and resources required to achieve business objectives • Work with stakeholders to identify performance management 		

SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT

<p><i>activities required of the occupation, and the ability to react to and manage the changes at work.</i></p>	<p>requirements and remuneration requirements, and timeframes and systems to be used</p> <ul style="list-style-type: none"> • Develop a strategy for measuring organisation performance against business objectives • Define measures and sources of data to be used
<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"> • Prioritise business objectives that support the achievement of organisational vision, mission and values • Monitor and assess emerging and identified risks of strategic impact to the organisation • Ensure risks are assessed in relation to organisational risk management framework
<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 business objectives to stakeholders to ensure their support and buy-in • Delegate responsibility for implementing strategies to manage and reward performance
<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 on performance management systems and processes

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

<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>Legal and ethical considerations relating to achievement of results includes:</p> <ul style="list-style-type: none"> • Organisational activities, services and programmes • Strategies for management and reward of performance • Measurement of organisation performance <p>Policies and procedures in relation to achievement of results includes:</p> <ul style="list-style-type: none"> • Requirements of remuneration and performance management • Measurement of organisation performance <p>Roles and accountability in the achievement of results includes:</p> <ul style="list-style-type: none"> • Supporting the implementation of remuneration and performance management strategies • Implementing and reporting on systems for capturing effectiveness of performance data
--	--

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

Version Control

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

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING
SKILLS STANDARDS FOR
CHIEF EXECUTIVE OFFICER/CHIEF OPERATING OFFICER/MANAGING
DIRECTOR/GENERAL MANAGER/VICE-PRESIDENT**

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.