TRAINING ROADMAP FOR
MEDICAL SOCIAL WORKER WORKING IN THE COMMUNITY

MINISTRY OF HEALTH
SINGAPORE

CONTENTS

Disclaimer

FOREWORD

It is with great pleasure to introduce the training roadmap for Medical Social Workers ("MSWs") working in the community. The role of MSWs in the community is pivotal, as they provide essential support and care to individuals and families facing medical and social challenges.

The roadmap is structured to cater to MSWs at various stages of their careers, offering guidance and resources tailored to three roles - beginner, intermediate, and advanced. This approach ensures that MSWs at every stage of their professional journey have access to relevant and progressive training, enabling them to continually enhance their skills and knowledge.

We would like to commend the collaborative efforts of all involved in crafting this invaluable resource. It is a reflection of our collective commitment to advancing the professional development of MSWs and ensuring that they are equipped to handle the needs and complexities of community-based social work.

We are confident that this training roadmap will serve as a valuable resource for MSWs, empowering them to deliver high-quality, person-centered care to those in need. We extend my heartfelt gratitude to the MOH MSW panel and sub-panels for their invaluable contributions to this initiative.

We encourage all MSWs to embrace this roadmap as a guide for continuous learning and growth, as we collectively strive to enhance the well-being of our community members.

MS KAREN KWA
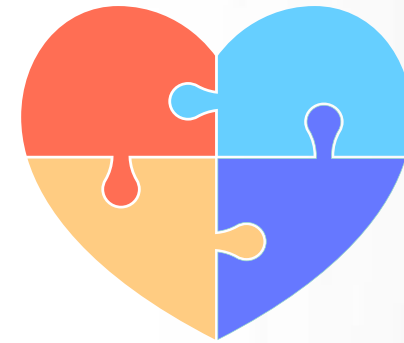Co-Chair of MOH MSW Panel
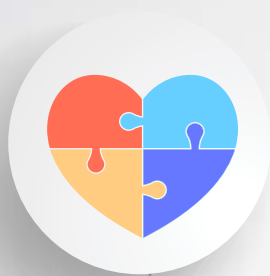Head of Department
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TRAINING ROADMAP FOR
MEDICAL SOCIAL WORKER WORKING IN THE COMMUNITY
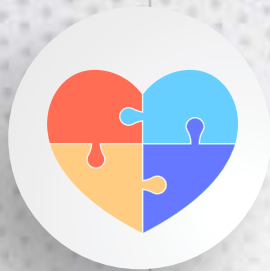
JOB ROLE DESCRIPTION AND PRE-REQUISITES

Job Role Description and Pre-requisites

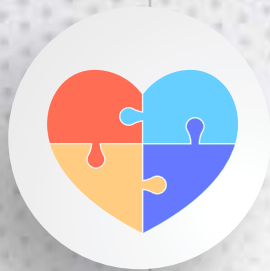| Job title	Medical Social Worker	Senior Medical Social Worker	Principal and Master Medical Social Worker
Job role	Beginner	Intermediate	Advanced
Job role Pre-requisites	**Qualification:** Degree or post graduate diploma in social work.		
	Type of work experience: 6 months to 3 years with In/Outpatient experience within the institution. Good to have cross sector exposure and community care experience working in the social service sector	**Type of work experience:** 4 to 7 years with In/Outpatient experience within the institution. Good to have cross sector exposure and community care experience working in the social service sector	**Type of work experience:** More than 8 years with In/Outpatient experience within the institution. Good to have cross sector exposure and community care experience working in the social service sector
Description of role	**A medical social worker is responsible:** • To provide clinical interventions for patients and families in the transition from healthcare institutions to community as well as empower them to remain well in the community to achieve positive health and social outcomes. • To implement preventive health programmes and initiatives through collaboration with the multi-disciplinary teams in the institution and social service agencies (SSA).	**A senior medical social worker is responsible:** • To provide clinical intervention and guidance for families in managing high risk and complex cases • To provide supervisory guidance of complex cases to the supervisees • To lead in the development of programmes for health prevention and promotion in defined populations • To collaborate with community SSAs to intervene through the social determinants of health, to achieve positive health and social outcomes in defined populations at the system level	**A principal medical social worker is responsible:** • To develop and implement frameworks and best practices in health prevention and interventions for the population • To foster partnerships with key stakeholders across the spectrum of health and social care, for strategic influence of systems for population health and social outcomes • To provide strategic leadership in strengthening social and health integration for the population, at the individual, organization and population levels • Analyse, evaluate and synthesise new and complex ideas and make strategic decisions on service delivery

CRITICAL WORK FUNCTIONS AND KEY TASKS

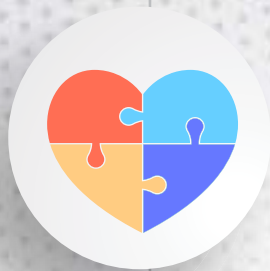| Critical Work Functions	Key Tasks		
	Beginner	**Intermediate**	**Advanced**
1 **Conduct clinical intervention**	1. Conduct needs and risk assessment through sustained engagement of patient, family and key stakeholders to maximize sustainability of transition of care 2. Application of theoretical knowledge including basic transdisciplinary knowledge for the assessment of the individual's and systems' strengths, underlying issues, gaps and relationships 3. Formulate goals and actions with patients and relevant stakeholders that include illness related psychoeducation, counselling and collaboration with social care organizations to support actions taken 4. Plan, implement, monitor and evaluate therapeutic group work for defined patient populations and in collaboration with social care organizations 5. Develop and lead in support groups with guidance.	1. Conduct needs and risk assessments for complex and high-risk cases with patient, family and key stakeholders with regard to patient's health and social needs 2. Lead in case conferences and review progress of care plans in the community with key stakeholders and to provide social work knowledge and domain specific health knowledge to support sustainability of care of patient in community. 3. Develop professional and engaged relationship with key service stakeholders for effective social-health integration. 4. As a domain expert, review and provide advice to guide the development tof group work and lead therapeutic group work for target groups.	1. Lead case and risk assessment for complex and high-risk cases and lead in high-risk case conferences with key stakeholders to ensure successful execution of intervention plans 2. Advise on complex social-health or ethical issues carried out by multi-disciplinary team and community partners. 3. Identify emerging trends on community/social issues and guide the development of Community Care MSW practice protocols and programmes. 4. Strategize outreach plans, review and provide advice to guide the design and execution of the group work. 5. Track outcome and analyse data to ensure effectiveness of therapeutic group work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks		
	Beginner	**Intermediate**	**Advanced**
2 Prevention and Health Promotion	1. Conduct environmental scanning of assets, assess community needs and identify service gaps to make recommendation in the service provision of programmes 2. Design, develop and implement community specific development programmes with guidance. 3. Participate in community development initiatives and provide recommendation for consideration. 4. Deliver public education talks with supervision.	1. Strategize and lead environmental scanning and assessment of community needs including healthcare informatics and data. 2. Initiate, design, develop and implement new community development initiatives by mobilizing resources and tapping on existing assets in the community. 3. Organize and evaluate community development programmes in specialized areas of health SW. 4. Evaluate and adopt digitalization technologies to deliver patient-centric care in the community, such as facilitating access to digital technology for the vulnerable. 5. Deliver public education talk independently.	1. Lead in the conduct of local demographic profiling and other relevant analyses, while also utilizing health informatics and data, to inform clinical practice and program planning and development. 2. Identify growing trends that require domain knowledge for the development of interventions across care settings to achieve positive health and social outcomes for patient populations. 3. Co-create theories and intervention approaches with key stakeholders to develop new models of care in addressing the emerging trends in community and population health. 4. Provide strategic leadership to develop the strengths of the community to support the delivery of community development initiatives and programmes.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks		
	Beginner	**Intermediate**	**Advanced**
3 Influencing Systems within the Current Context	1. Identify the needs and barriers to access of services of clients. 2. Advocate for receipt of services at client level.	1. Advocate and lead the development of specific programmes targeted at service gaps and service delivery issues (including working with systems and overcoming system barriers). 2. Design programme and conduct outcome-based evaluation to ensure that programmes are able to support the needs of gap identified/ key clients. 3. Participate in reviews on inter-agencies/ ministerial processes to improve service delivery and programme implementation. 4. Guide the team-based delivery of social services/ programme/ initiatives to ensure adherences to the code of ethics, standard of practise, governance and agenda at the system level.	1. Identify and work in professional partnership with key influencers and decision-makers across the spectrum of care to bridge service gaps and overcome social and system barriers to care in building community development programmes. 2. Initiate and develop campaigns at a macro level for new community development programmes in response to emerging population needs.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks		
	Beginner	**Intermediate**	**Advanced**
4 Addressing the Social Determinants of Health	1. Identify the social issues which contribute to health and care issues at case level. 2. Collaborate with external agencies to formulate action plans in addressing social issues.	1. Deliver education and training centred on preventive approaches, incorporating SDOH and addressing population health outcomes within and outside the hospital with guidance. 2. Identify gaps and trends in research and practice that deserves systematic studies in collaboration with clinicians and other professionals. 3. Assess and identify the SDOHs at the community level that are posing as barriers towards residents' health 4. Design, implement and evaluate community-based programme/intervention that targets the SDOH at the community level in collaboration with community stakeholders	1. Work closely with policy makers to address health inequities and drive community development initiatives and programmes, to deploy resources to match areas of high need in the community, which will assist in better health and social outcomes for patient populations and their families. 2. Lead, design and conduct research on community health needs, current programmes and specific issues and collaborate with external agencies in research efforts to highlight health and social needs in the community. 3. Develop cross settings / agencies programmes, campaigns or initiatives to be implemented at various service providers to address in SDOH. 4. Evaluate and review implemented programmes, campaigns or initiatives

SKILLS AND COMPETENCIES

Technical Skills & Competencies ("TSCs")	Beginner	Intermediate	Advanced
1. Case and Care Planning	Level 2	Level 4	Level 4
2. Ethics, Values and Legislation	Level 2	Level 4	Level 4
3. Change Management	Level 2	Level 4	Level 6
4. Collaborative Practices Across Disciplines and Sectors	Level 2	Level 4	Level 6
5. Inter-professional collaboration	Level 2	Level 4	Level 6
6. Management of Stakeholders	Level 2	Level 4	Level 6
7. Trends Evaluation and Application	Level 2	Level 4	Level 6
8. Diversity Awareness and Management	Level 2	Level 4	Level 6
9. Group Work Assessment and Planning	Level 2	Level 4	Level 6
10. Group Work Evaluation	Level 2	Level 4	Level 6
11. Group Work Intervention	Level 2	Level 4	Level 6
12. Social Service Programme Evaluation	Level 2	Level 4	Level 6
13. Data Analytics	Level 2	Level 2	Level 5
14. Data and Statistical Analytics	Level 2	Level 2	Level 6
15. Client Advocacy	Level 3	Level 4	Level 6
16. Health Promotion	Level 3	Level 4	Level 6
17. Project Management	Level 3	Level 4	Level 6
18. Strategy Development	Level 3	Level 4	Level 6
19. Strategy Execution	Level 3	Level 4	Level 6

SKILLS AND COMPETENCIES
CONT'D

Technical Skills & Competencies ("TSCs")	Beginner	Intermediate	Advanced
20. Health Education Programme Development and Implementation	Level 3	Level 4	Level 4
21. Social Policy Development		Level 4	Level 4
22. Social Policy Evaluation		Level 4	Level 4
23. Social Policy Formulation		Level 4	Level 4
24. Social Policy Implementation		Level 4	Level 4
25. Social Sector Policy Influence		Level 4	Level 6
26. Advocacy and Representation		Level 4	Level 6
27. Casework Evaluation		Level 4	Level 6
28. Continuous Improvement Management		Level 4	Level 6
29. Corporate Governance		Level 4	Level 5
30. Professional Consultation		Level 4	Level 6
31. Risk management		Level 4	Level 6
32. Service Quality Management		Level 4	Level 6
33. Social Service Programme Development		Level 4	Level 6
34. Social Service Programme Implementation		Level 4	Level 6
35. Strategy Management		Level 4	Level 6
36. Clinical Governance		Level 4	Level 4
37. Conflict Management		Level 4	Level 4
38. Casework Intervention	Level 2	Level 4	Level 6
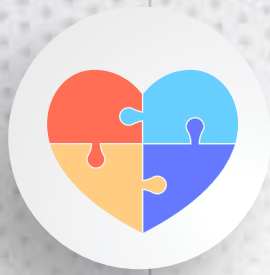
SKILLS AND COMPETENCIES
CONT'D

Technical Skills & Competencies ("TSCs")	Beginner	Intermediate	Advanced
39. Excellence in Service		Level 4	Level 4
40. Patient Education and Engagement		Level 4	Level 4
41. Professional, legal and ethical healthcare practice		Level 4	Level 4
42. Programme Design		Level 4	Level 4
43. Programme Delivery		Level 4	Level 4
44. Programme Evaluation		Level 4	Level 4
45. Quality and Audit Management		Level 4	Level 4
46. Research Data Analysis		Level 4	Level 4
47. Strategy Implementation		Level 4	Level 4
48. Strategy Planning		Level 4	Level 4
49. Workplace Safety and Health		Level 4	Level 4
50. Learning Framework Development		Level 5	Level 5
51. Learning Programme Delivery		Level 5	Level 5
52. Learning Programme Design		Level 5	Level 5
53. Learning Programme Evaluation		Level 5	Level 5
54. Research Translation			Level 5
55. Clinical Services Development			Level 6
56. Quality Improvement and Safe Practices			Level 6
57. Research Data Collection and Management			Level 6
58. Practice Supervision			Level 6

SKILLS AND COMPETENCIES
CONT'D

Critical Core Skills ("CCSs")

Refer to Skills Future Singapore's (SSG) website for more information on Critical Core Skills ("CCS") and their reference documents.

Beginner	Intermediate	Advanced
Sense Making (Basic)	Creative Thinking (Intermediate)	Adaptability (Advanced)
Problem Solving (Basic)	Building Inclusivity (Intermediate)	Influence (Advanced)
Creative Thinking (Basic)	Customer Orientation (Intermediate)	Communication (Advanced)
Communication (Basic)	Adaptability (Intermediate)	Building Inclusivity (Advanced)
Global Perspective (Basic)	Collaboration (Intermediate)	Collaboration (Advanced)

TECHNICAL SKILLS AND COMPETENCIES ("TSCS") REFERENCE DOCUMENTS

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Casework**		TSC: **Case and Care Planning**	
TSC Description	Use different models and approaches for developing case and care plans to support clients' needs in accordance to organisational practices		
TSC Proficiency Level	Level 2		Level 4
TSC Proficiency Description	Support development of case and care plans to support clients' needs		Lead development of case and care plans
Knowledge	• Common case assessment methods and tools • Case planning processes • Risk and protective factors related to clients • Basic principles of casework theories • Basic reflexive practice theories • Summary measure assessment framework • Preliminary case and goal setting for cases • Ethics involved in casework • Legal provisions and resources • Types of stakeholders in relation to client's needs		• Specialised theories and techniques in areas of practice • Tools and approaches for achieving casework outcomes • Needs and risk assessments, and management strategies for cases • Roles and responsibilities of case management team
Abilities	• Support assessments of clients' level of risks and protective factors • Support assessments of system intervention for clients • Support development and planning of case plans • Maintain case documentations • Support in assessing clients' level of functioning • Support in goal setting for clients • Gather information and conduct preliminary assessments for cases • Identify various legal provisions and resources when working in social service settings		• Apply risk assessment frameworks to suit unique requirements of cases • Identify team's roles and responsibilities in case management processes • Provide consultation for ethical dilemmas • Adapt tools and approaches for therapeutic outcomes • Develop professional and engaged relationships with key stakeholders • Engage stakeholders to overcome fundamental barriers

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TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Professional Practice**		TSC: **Ethics, Values and Legislation**
TSC Description	Apply conduct, ethics, values and relevant legislation to uphold the integrity and reputation of the organisation and the profession	
TSC Proficiency Level	Level 2	Level 4
TSC Proficiency Description	Apply principles of ethical conduct, policies and procedures and inclusive work practices in professional activities	Monitor organisation operations to safeguard rights and interests of clients, caregivers and social service sector professionals, and ensure compliance to ethical and legal requirements. Apply ethical decision-making models and strategies to address ethical dilemmas and issues
Knowledge	• Legal, ethical and regulatory requirements in professional practice • Organisational policies and procedures relating to legal and ethical practices • Principles of ethical and professional conduct and inclusive work practices • Types of ethical issues and dilemmas	• Legal, ethical and regulatory requirements relevant to the social service organisations • Culturally inclusive policies and practices • Types and indicators of breaches in ethical and legal practices • Ethical decision-making models and principles • Incident reporting requirements and resolution procedures • Risk management principles and policies
Abilities	• Apply the organisational, legal and ethical policies and procedures to professional activities • Execute confidentiality protocols in documentation, recording and disclosure of client information • Identify and inform supervisors on ethical issues and misconduct	• Analyse reasons underpinning ethical dilemmas and issues and apply the appropriate ethical decision-making models to resolve them • Monitor organisation operational procedures to ensure work practices providing care and support of clients are executed in the best interest of clients • Review procedures of organisational operations to identify breaches to legal and ethical requirements • Monitor compliance to ethical practices, legal and regulatory requirements • Monitor, review and address incidents and complaints

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	General Management	TSC:	Change Management	

TSC Description	Initiate and facilitate organisational changes and business transformation initiatives		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Create a positive atmosphere with regards to organisational changes, new policies and procedures	Drive execution of change control procedures and assess change performance against key performance benchmarks	Establish the organisation's change management strategies and policies to support critical transformations
Knowledge	• Importance and impact of change for organisations • Impact of change on different stakeholders in the organisation • New change initiatives within the organisation	• Types of change implementation plans and procedures • Impact of changes on business activities and processes • Types of resources required to roll out changes effectively • Assessment of change performance against benchmarks • Internal and external environments that can impact change programmes • Challenges to successful change implementation • Factors that support change management programmes and initiatives • Reasons for resistance to change management programmes and initiatives	• Types of change management frameworks • Industry best practices in change management • Selection of key performance benchmarks and success indicators for change initiatives • Components and steps to design effective change implementation plans • Strategic resource management and allocation for change initiatives • Critical stakeholder engagement • Leadership role in change management processes • Drivers of implementing and sustaining change in the organisation • Factors that support change management

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: General Management		TSC: Change Management	
TSC Proficiency Level	Level 2	Level 4	Level 6
Knowledge		• Needs and expectations of relevant stakeholders • Mitigating actions to manage resistance to change	• Barriers to change within organisations and techniques to overcome them
Abilities	• Maintain and encourage positive attitudes about change • Identify new behaviours to exemplify as a result of change • Keep stakeholders up-to-date on changes which affect them • Provide proactive feedback regarding organisational changes and processes	• Drive execution of change control procedures based on implementation plans for endorsed change requests • Identify business activities and/or processes required to integrate and roll out new changes in the business environment • Analyse resources and cost-impact of proposed changes, and highlight where people, resources or finances need to be redirected • Deliver communications to engage and seek buy-ins of employees affected by the change • Deliver training to equip affected employees with skills to manage change and change impact • Identify potential pitfalls, obstacles or challenges to smooth adoption and implementation of changes	• Establish the organisation's change management strategies and policies with reference to appropriate frameworks, industry best practices and business requirements • Determine key performance benchmarks and change success indicators • Maintain a business perspective on how change initiatives are integrated into the business, considering potential impact on business cycles, stakeholders and operations • Design strategic implementation plans, covering all business activities, key personnel and resources required to prepare the organisation for change

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category:	General Management	TSC:	Change Management

TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities		• Assess change performance against new key performance benchmarks and implement follow-up actions where required • Present project performance outcomes to relevant stakeholders in accordance with organisational procedures	• Outline key stakeholder engagement messages to be communicated throughout the change processes to generate shared commitment to and ownership of the change • Approve, allocate and set limits for finance usage to support transformations • Ensure the required internal and external resources are acquired, in place, and of sufficient quantity and quality to facilitate the change effectively • Guide development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders • Build an environment ready for change management programmes

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Professional Practice**	TSC: **Collaborative Practices Across Disciplines and Sectors**	
TSC Description	Understand services, contributions and perspectives from other organisations, settings, disciplines and professionals, and apply integrated approaches to deliver interventions to clients	
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Participate in collaborative practices to provide integrated approaches in interventions to clients	Supervise collaborative practices for the team to provide integrated approaches in interventions to clients	Drive collaborative practices in the sector to provide integrated approaches in interventions to clients
Knowledge	• Techniques for working with other services, professionals and volunteers • Types of collaborative practices • Roles and functions of professionals and stakeholders • Social service sector networks and forums • Principles and applications of professional and ethical conduct • Procedures to document and report workplace operations of collaborative teams	• Procedures and tools for collaborative team research projects • Methods to contribute in high-risk case conferences in collaborative settings • Techniques to develop processes and procedures to facilitate collaboration • Goal setting techniques for collaborative teams • Techniques to drive the multidisciplinary teams to work cooperatively to achieve goals • Resource allocation for the multidisciplinary teams	• Networking strategies for engaging key stakeholders • Techniques to drive development and implementation of collaborative programmes • Strategies for integrating community-wide programmes and best practices that involve different social service providers

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Professional Practice**	TSC: **Collaborative Practices Across Disciplines and Sectors**	
TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Liaise with other services and social service professionals • Contribute to the goals, objectives and activities of the collaborative teams or network • Recognise the different multidisciplinary roles of social service professionals • Implement common goals for the collaborative teams • Document and retain workplace operations of collaborative teams	• Engage in collaborative team research projects • Facilitate or lead high-risk case conferences • Develop processes and procedures to operate as collaborative teams • Develop goals, objectives and expectations for collaborative teams • Collaborate with or lead collaborative team members to achieve common goals • Facilitate or lead collaborative teams in work practices • Allocate resources to facilitate team collaboration • Implement data collection procedures to obtain information relevant to the measuring of team effectiveness • Lead case conferences as part of multidisciplinary teams	• Build and leverage on networks with other professionals outside the community • Plan integrated care and case plans for clients with multi-faceted issues that require interventions delivered across settings • Foster partnerships with social service sector stakeholders to support the successful execution and integration of intervention plans across the sector and settings • Oversee the development of sector-wide and collaborative programmes and best practices • Develop cross-settings and cross-agencies programmes for implementation by various social service providers • Integrate community-wide programmes and best practices that involve different social service providers

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Stakeholder Engagement and Partnerships		TSC: Inter-professional Collaboration	
TSC Description	Apply an integrated approach to coordinate and deliver inter-professional interventions to clients		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Support the implementation of inter-professional interventions to provide holistic care to clients	Facilitate inter-professional interventions to provide integrated care to clients	Drive inter-professional collaboration in the sector to provide an integrated approach in interventions to clients
Knowledge	• Roles and functions of other healthcare professionals • Techniques of effective communication • Teamwork and cooperative work practices • Strategies to liaise and develop professional relationships • Principles and applications of professional and ethical conduct • Types of transdisciplinary teams	• Techniques to develop processes and procedures to facilitate inter-professional cooperation • Strategies to drive collaborative practices within the team • Procedures and tools for inter-professional team research projects	• Networking strategies to engage key stakeholders • Techniques to drive development and implementation of inter-professional programmes • Strategies to integrate sector and community-wide programmes across different healthcare stakeholders to enhance national healthcare delivery
Abilities	• Recognise own responsibility to contribute to effective team functioning • Identify own strengths, limitations and values in functioning as a team member • Understand contributions of other professionals in patient care activities	• Work closely with relevant stakeholders and/or agencies to deliver healthcare services • Review and develop processes and procedures to enhance collaborative practices as an inter-professional team	• Build and leverage on networks with relevant stakeholders across the sector and settings • Foster partnerships with key stakeholders to support the successful execution and integration of inter-professional programmes across the sector and settings

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: Stakeholder Engagement and Partnerships		TSC: Inter-professional Collaboration	
TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Liaise with other professionals in the healthcare sector • Contribute to the goals, objectives and activities of the inter-professional team or networks	• Develop goals, objectives and expectations for inter-professional teams • Facilitate cooperative work practices and allocation of resources for the inter-professional team • Engage in inter-professional team research projects	• Oversee the development of sector-wide inter-professional programmes and best practices • Develop cross-settings and cross-profession programmes for implementation by various healthcare providers • Integrate sector- and community-wide programmes across different healthcare stakeholders to enhance national healthcare delivery

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Stakeholder Engagement and Partnerships	TSC: Management of Stakeholders		
TSC Description	Plan and implement strategies to build and manage constructive and positive relationships with stakeholders		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Nurture positive internal and external relations with stakeholders	Develop plans to build positive and trustworthy relationships with stakeholders to attain joint objectives	Formulate new strategic partnerships and lead negotiations to achieve key organisational goals by balancing needs of all stakeholders
Knowledge	• Principles of stakeholder management • Nature of relationships between hospitals and community facilities	• Communication management for different target audiences • Conflict resolution techniques • Community resources between hospitals, community facilities, regulatory bodies and other relevant organisations • Concept of emotional intelligence	• Change management at cluster, sector and institutional level

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Stakeholder Engagement and Partnerships**		TSC: **Management of Stakeholders**	
TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Communicate with stakeholders in line with authority levels • Consider interests of stakeholders during communication • Nurture relationships with formal and informal contacts to facilitate work progress • Suggest ideas to facilitate stakeholder buy-in of new policies, programmes and processes	• Facilitate networking opportunities to build relationships with stakeholders • Conduct stakeholder impact analyses to assess the impact of new policies, programmes and processes on different stakeholders • Employ engagement techniques to manage stakeholders impacted by new policies, programmes and/or processes and fulfil alignment with mutual objectives • Develop ideas to facilitate stakeholder buy-in of new policies, programmes and/or processes	• Initiate new stakeholder connections to achieve organisational strategic goals • Build relationships with stakeholders which engender mutual trust • Engage relevant stakeholders when making decisions to preserve a balance of organisational and political interests • Form cross-functional relationships with both internal and external stakeholders

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Professional Practice		TSC: Trends Evaluation and Application	
TSC Description	Keep abreast of current developments and trends, and apply domain knowledge to trends within the social sector		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Interpret research findings and trends within the social sector	Evaluate research findings and trends for implications to social service delivery	Drive research and identification of emerging trends for implications to social service delivery
Knowledge	• Research findings and trend interpretations within the social sector • Overview of current practices and new developments in the social sector • Principles and practices relating to the social sector	• Communication management for different target audiences • Conflict resolution techniques • Community resources between hospitals, community facilities, regulatory bodies and other relevant organisations • Concept of emotional intelligence	• National agenda, strategic direction and plans for the social sector • Transdisciplinary knowledge • Emerging trends in the social sector

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: Professional Practice		TSC: Trends Evaluation and Application	
TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Identify current and emerging trends within the social sector • Interpret current research findings and trends within the social sector	• Develop formats for collecting evidence, interpreting information and reporting recommendations • Determine criteria to measure the effectiveness of services and programmes delivered by the organisation • Evaluate integration of trends and research findings into social service delivery • Improve integration of trends and research findings into social service delivery by monitoring and reviewing programmes on a continuing basis	• Provide strategic direction to research for assessment of emerging needs and trends • Determine emerging trends • Set direction and standards for adoption of best practices to meet emerging needs • Formulate critical knowledge for application in agencies or sector

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Professional Practice**	TSC: **Diversity Awareness and Management**		
TSC Description	Apply awareness and sensitivity in working professionally with diverse individuals, groups and communities		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Comply with basic principles of diversity and inclusion set by organisation	Promote diversity and inclusion in order to achieve the best possible outcomes	Advocate for changes to policies, professional practice and services at the national level that promotes diversity and inclusion
Knowledge	• Organisational practices and principles for diversity and inclusion • Awareness of individual cultural identity and values • Methods to work with groups and clients from diverse backgrounds	• Sociocultural contexts of clients, peers and relevant social service stakeholders • Organisational diversity practices, philosophical underpinnings and applications in professional practice • Principles and methods to promote diversity, inclusion and equity • Concepts and implications of stigma, discrimination and social exclusion as applied to diverse client groups	• Trends and leading practices in promoting diversity and inclusion at the national level • Strategies and methods to promote diversity and inclusion at the national level

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Professional Practice**		TSC: **Diversity Awareness and Management**	
TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Demonstrate awareness of individual's and others' assumptions with respect to cultural and other differences • Comply with organisation's diversity and inclusion guidelines	• Recognise cultural factors that influence professional activities and the response to interventions • Identify and address concerns regarding diversity, inclusion and equity • Recognise complexities in cultural differences and determine diversity and inclusion needs for programme development and implementation • Determine and apply culturally appropriate activities in professional practice • Implement methods, measures and procedures relevant to professional practice to suit sociocultural contexts	• Advocate at professional, and national agencies or associations to promote diversity and inclusion • Propose improvements to enhance diversity and inclusion in programmes and services • Drive national initiatives to influence attitudes with respect to diversity and inclusion

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Group Work		TSC: Group Work Assessment and Planning	
TSC Description	Perform client assessments, develop and plan group work processes and specialised intervention strategies to achieve effective outcomes		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Support client assessments, develop and plan group work processes and specialised intervention strategies	Lead client assessments and adapt group work processes and specialised intervention strategies	Influence the development and planning of group work processes and specialised intervention strategies
Knowledge	• Client needs and requirements for group work • Understanding of assessment methods • Organisational and sector protocols for planning group work • Principles and guidelines of effective group work planning • Types of group work • Impact of client needs on group work planning	• Complex client needs • Types of group work for clients with complex needs	• Strategic planning models and processes related to group work planning • National stakeholders and resources for group work • Emerging trends and best practices in group work and intervention strategies

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: Group Work		TSC: Group Work Assessment and Planning	
TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Conduct screenings of clients for suitability of group work • Identify needs of clients and range of group activities • Identify factors that may impact group work activities • Identify appropriate approaches to address the needs of clients • Assist in administrative procedures in the planning of group work	• Plan group work for client groups with complex needs • Adapt group work approaches for different groups and settings • Review group work outcomes • Supervise social service sector professionals in applying group dynamics and processes in planning	• Steer strategic initiatives relating to group work for alignment to sector and/or organisational strategies • Mobilise relevant stakeholders, networks and resources to support the planning of group work • Co-create solutions with multi-disciplinary teams • Provide consultations on the development and planning of group work

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Group Work		TSC: Group Work Evaluation	
TSC Description	Evaluate group work processes and specialised intervention strategies for quality and effectiveness of outcomes		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Support the evaluation of group work outcomes and processes	Adapt evaluation frameworks to evaluate group work outcomes and processes	Promote adoption of best practices and improvements in group work practice in relevant professions
Knowledge	• Methods for data collection and analysis for group work • Organisational guidelines, regulations and legislation impacting data collection	• Research techniques • Protocols and requirements for data management record keeping and reporting • Principles and practices of benchmarking for group work • Basic statistical knowledge	• New developments, trends and emerging needs in the social service sector • Sector and organisational policies relating to group work • Stakeholders and networks within the sector

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category:	Group Work		TSC: Group Work Evaluation	
TSC Proficiency Level	Level 2		Level 4	Level 6
Abilities	• Provide administrative support for the collection of feedback for group works • Provide inputs to optimise group work outcomes • Collect feedback on group work activities • Suggest improvements to group work activities		• Select appropriate evaluation methods to collect and analyse data • Review feedback and data from group work participants • Conduct regular reviews of group work processes and outcomes • Set benchmarks relevant to group work • Implement evaluation system and outcome reporting for group work framework • Implement work processes that support continuous improvement in group work • Track outcomes of group work • Review evaluation reports for group work	• Integrate new developments and best practices to improve group work • Influence key stakeholders to drive adoption of best practices in group work • Address systemic barriers to adoption of best practices in group work • Set up systems and processes to facilitate adoption of best practices in group work

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Group Work	TSC:	Group Work Intervention	
TSC Description	Deliver group work programmes and services to achieve effective outcomes			
TSC Proficiency Level	Level 2		Level 4	Level 6
TSC Proficiency Description	Support the facilitation and delivery of group work		Lead the delivery of group work	Provide consultations on design and delivery of new areas of group work
Knowledge	• Group work facilitation skills • Procedures to confirm clients' abilities prior to participation • Methods to encourage individuals to participate in activities • Procedures for identification of potential and real barriers to participation • Procedures for identification and acquisition of equipment and other resources required in the implementation of group work interventions • Workplace safety and health legislation relevant to the provision of group activities		• Methods to manage group behaviours • Intervention strategies relevant to domain expertise • Intervention strategies for therapy groups • Processes and protocols of inter-disciplinary consultations and collaborations • Cross-cultural issues that relate to group work • Needs of client groups	• Approaches and techniques to develop effective relationships with other service organisations, professionals, community and government representatives

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Group Work**		TSC: **Group Work Intervention**	
TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Support facilitation of group work • Prepare clients for participation in group activities • Provide logistical and administrative support for group work delivery	• Conduct a variety of group interventions • Use appropriate intervention strategies relevant to domain expertise • Use group processes to effect change via development of group work therapies • Supervise and coach social service professionals in conducting group work	• Implement group work processes to ensure that the delivery of services matches government and community priorities for the social service sector • Manage networks that support the delivery of organisation's group work activities • Develop plans to manage relationships with other service providers • Influence group work practice within the sector

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	**Programme Development and Implementation**	TSC:	**Social Service Programme Evaluation**	

TSC Description	Evaluate the effectiveness of social service programmes in meeting the needs of the clients and communities		
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Identify gaps and areas of improvements in social service programmes	Evaluate effectiveness and relevance of social service programmes	Evaluate sector-wide and/or national social service programmes
Knowledge	• Programme evaluation methods • Strengths and weaknesses of different programmes • Programme objectives and criteria • Range of programmes available within the social service sector	• Best practice benchmarks in social service programmes • Organisational policies and processes relating to programmes • Allocated resources and budgets for respective social service programmes • Current research and trends in social service programmes	• Government initiatives within the community and social service sector • Policies relating to social service programmes • Methods for trend analyses • Benchmarking practices • Change management strategies
Abilities	• Propose gaps and areas of improvement for social service programmes • Propose potential solutions to close identified gaps and areas of improvement • Propose areas of client needs that are currently outside the scope and capacity of the organisation to support	• Analyse and validate evaluation outcomes defined in programme plans • Review relevance and alignment of programmes against programme plans • Recommend potential criteria for assessment of long-term impact of the programme based on research and trends	• Develop evaluation methodologies for programmes • Lead change or modifications to programmes across the sector • Assess effectiveness of policies in supporting programme development and delivery • Recommend improvements and changes to policies to ensure more effective programme delivery

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category:	Programme Development and Implementation	TSC:	Social Service Programme Evaluation

TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities		• Provide programme review and feedback to other social service professionals working in the social service programme and programme stakeholders • Review relevance and alignment of programmes against programme plans and strategic objectives of the organisation • Review programme resources, budget and utilisation • Assess new developments in social service programmes based on research and trends to incorporate in organisation's programmes • Assess best practices and standards to improve programme development and implementation • Review and recommend improvements to organisational policies and processes that impact programmes	• Devise evaluation approach to collect and analyse data to meet the requirements of decision makers, funding organisations and other social service sector stakeholders • Consult relevant stakeholders to gather feedback to improve sector-wide and/or national programmes • Review performance trends of programmes and drive changes in sector-wide and/or national programmes

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Evidence Based Practice**		TSC: **Data Analytics**
TSC Description	Implement data analytics within the organisation to generate business insights and intelligence through the use of statistical and computational techniques and tools, algorithms, predictive data modelling and data visualisation	
TSC Proficiency Level	Level 2	Level 5
TSC Proficiency Description	Identify underlying trends and patterns in business data using statistical and computational techniques and tools	Manage and enhance organisational data science capability by refining financial and other business performance criteria and design data studies
Knowledge	• Principles of data modelling and data visualisation • Techniques and applications of data science and how to apply them • Range of data protection and legal issues • Range of functional languages that can be applied for business insights • Methods to apply statistical techniques and machine learning • Importance of the domain context for data science • Underlying data structures involved for data science	• Organisational context for data and the opportunities that data analytics can provide • Business processes that use and manipulate data • Methods to develop and maintain controls for data quality • Methods to define and manage policies and programs for data stewardship • Impact that data analysis has on business service offerings • Horizon scanning methods

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Evidence Based Practice**		TSC: **Data Analytics**
TSC Proficiency Level	Level 2	Level 5
Abilities	• Use data mining, time series forecasting and modelling techniques to identify and predict trends and patterns in data • Assist with data transformation, quality checking and cleansing into digestible data sets • Perform database queries across multiple tables or unions to extract relevant data • Perform appropriate data analyses on distinct data sets • Produce performance dashboards and insight reports • Assist in the production of a range of business insight reports • Summarise and present business insights developed from data studies	• Formulate the organisation's data science capability to inform business decision-making • Lead the implementation of the data science strategies, policies, procedures and metrics to support organisational requirements • Oversee the design, collection, retrieval and analysis of forecasting and performance data • Produce ad hoc analyses and management reports for senior management • Develop and maintain controls on data quality, inter-operability and sources to manage risk effectively • Define and manage policies and programs for data stewardship and custodianship in line with legal, information security corporate risk and compliance requirements • Conduct horizon scans to identify, evaluate and implement new technologies and techniques which may contribute to the success of the organisation's data analysis capability

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Evidence Based Practice**		TSC: **Data and Statistical Analytics**
TSC Description	Interpret and analyse data using statistical techniques to uncover trends and patterns to locate and define new process improvement opportunities	
TSC Proficiency Level	Level 2	Level 6
TSC Proficiency Description	Apply data analytical techniques to process and interpret data of limited complexity	Transform the organisation through the use of big data analytics and data synthesis to drive solutions and improve business processes
Knowledge	• Unit of measurements • Scientific and technical terminologies • Statistics and scientific calculations • Operations of statistical techniques such as mean, median, regression analysis • Practices in records management • Procedures for data management • Data management platforms and software	• Relevance of big data analytics in improving business outcomes • Impact and influence of data analytics in transforming business decision-making • Mechanics of big data analytics working in tandem with other forms of business
Abilities	• Perform calculations of scientific quantities • Use scientific notations • Apply concepts of metrology • Interpret trends of data • Identify correlation and regression models of data variables • Check accuracy of data • Enhance quality of data collected by scrubbing and removing duplicates • Ensure confidentiality of data	• Inspire the usage of big data science as a tool for business process improvements • Influence stakeholders on the importance of big data analytics to discover solutions to improve business processes • Synergise the use of big data analytics with other forms of business analytics to improve business processes

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Stakeholder Engagement and Partnerships	TSC:	Client Advocacy	

TSC Description	Advocate for rights of client groups and services		
TSC Proficiency Level	Level 3	Level 4	Level 6
TSC Proficiency Description	Advocate empowerment of clients and caregivers for routine cases and may seek guidance for complex and/or novel cases	Advocate empowerment of clients and caregivers for complex and/or escalated cases. Provide guidance to junior therapists where necessary	Influence the sector to promote stronger rights for client population groups and services
Knowledge	• Reasons for client advocacy and factors affecting the need for advocacy • Advocacy as part of client-centred practices • Social, political, economic, and cultural factors that act as barriers to a clients' progress in interventions • Healthcare sector policies and funds applicable to client groups • Principles of fair public policy and social justice • Relevant legislations and regulations • Relevant agencies to work with in client advocacy	• Therapist's role in client advocacy as part of a multi-disciplinary group • Scenarios that require client advocacy • Strategies and methods to empower clients with self-advocacy skills • Negotiation techniques	• Barriers to therapists engaging in client advocacy • Policy making processes using evidence-based research to back developed policies • Implications of policies on therapists' other responsibilities while providing direct patient care • Relevant organisations involved in advancing client advocacy • Different platforms to support client advocacy

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Stakeholder Engagement and Partnerships**		TSC: **Client Advocacy**	
TSC Proficiency Level	Level 3	Level 4	Level 6
Knowledge	• Community based resources which clients require access to in order to enable recovery • Barriers to clients in engaging in client advocacy		
Abilities	• Identify strengths and resources of clients • Conduct interviews and meetings with individuals to determine the need for advocacy and representation • Advocate inclusion and consideration to promote client-centred care with relevant stakeholders • Identify the social, political, economic, and cultural factors that affect the clients' intervention plans • Advise clients on available resources to support their treatments	• Help clients identify the external barriers that may affect their intervention plans • Advise clients and caregivers of their eligibilities and rights to funding and clinical services respectively • Mentor junior staff on the right avenues and techniques for advocacy	• Assess the impact of public policies on service planning and delivery • Influence and advocate at national- or cluster-wide level decision-making to consider the requirements of clients in relation to service planning and delivery • Communicate research findings and rationales for systemic changes • Establish and maintain alliances with relevant organisations for client advocacy • Identify existing opportunities where interests can be promoted and represented • Advocate funding for specific client groups based on existing healthcare policies

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Stakeholder Engagement and Partnerships**		TSC: **Client Advocacy**	
TSC Proficiency Level	Level 3	Level 4	Level 6
Abilities	• Identify and apply appropriate funding for specific client groups based on existing healthcare policies • Advocate and endorse individual consumer rights to access the services provided • Identify environmental factors that affect client intervention plans and efficacy of interventions • Negotiate with relevant external stakeholders to provide support to clients in their homes, schools and workplaces		

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Patient and/or Client Education and Health Promotion		TSC: Health Promotion	
TSC Description	Raise awareness to maintain and optimise health and well-being of patients			
TSC Proficiency Level	Level 3		Level 4	Level 6
TSC Proficiency Description	Implement health promotion activities to clients and general public		Develop health promotion activities for clients and the general public	Synergise cross-disciplinary goals and outcomes to define population health objectives and advocate these outcomes at a national level to achieve the goal of a healthy society
Knowledge	• Behaviour patterns that lead to poor health, diseases, disabilities and early death • Habits and routines that promote the adoption and maintenance of healthy behaviours • Models of health promotion within the practice • Educational initiatives that contribute to health promotion • Transtheoretical Model (Stages of Change) • International Classification of Functioning, Disability and Health		• Principles of programme design and delivery • Principles of preventive healthcare • Current health promotion activities • Health promotion and health education strategies integrated into clinical practice • Public relations procedures and techniques for seeking sponsorship	• National agendas as defined by relevant government bodies • Networks of relevant stakeholders

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: Patient and/or Client Education and Health Promotion		TSC: Health Promotion	
TSC Proficiency Level	Level 3	Level 4	Level 6
Abilities	• Perform assessments for health risks • Promote health and wellness • Plan health promotion activities with guidance • Demonstrate strategies to incorporate healthy habits and routines into daily activities • Generate solutions to personal and environmental barriers that limit clients from engaging in healthy activities • Identify and communicate risks that may lead to ill health • Participate in conducting health promotion activities, including public events • Identify the stages of change that clients may be at in terms of making changes to improve health • Evaluate effectiveness of health promotion activities	• Formulate and evaluate strategies for early identification of disorders or diseases • Design health promotion and education programmes • Provide guidance on a range of health promotion programmes and methods to staff	• Partner with government agencies, unions, professional associations and other relevant stakeholders in promoting health • Incorporate national agendas on health promotion programmes

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: General Management	TSC: Project Management		
TSC Description	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems		
TSC Proficiency Level	Level 3	Level 4	Level 6
TSC Proficiency Description	Implement project plans for small projects or project modules	Manage medium scale projects by implementing appropriate methodologies and tools	Direct the management and authorise ownership of multiple complex projects to ensure alignment with strategic business priorities
Knowledge	• Elements of project modules • Requirements of a project plan • Application of appropriate project management methodologies and tools • Project risks • Project stakeholders identification	• Scoping and requirements of medium sized projects • Steps to align project and business goals • Potential project risks • Project stakeholder engagement techniques • Effective resource allocation	• Business priorities and impact on projects • New and emerging methodologies and tools in industry • Project risk management plan development, including methods, techniques and tools • Strategic stakeholder engagement • Project assessment, evaluation and prioritisation • Budget planning, key considerations and implications • Resource management strategies
Abiliries	• Facilitate execution of project modules • Implement project plans based on the understanding of project objectives and project scopes	• Scope and drive completion of medium scale projects • Develop realistic project plans based on assessments of project objectives, scopes and potential interdependencies with other projects	• Align project objectives and scopes with strategic business priorities and directions • Spearhead introduction of new and emerging methodologies and tools that can be utilised to optimise project success

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TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: General Management	TSC: Project Management		
TSC Proficiency Level	Level 3	Level 4	Level 6
Abilities	• Utilise appropriate methods and tools to track and drive progress of projects against set plans and timelines • Identify risks to the success of projects or modules and manage the risks • Collaborate and communicate effectively with relevant internal and external stakeholders related to the projects • Deploy resources to different parts of the projects for efficient and effective completion • Track project deliverables against project schedules • Monitor costs, timescales and resources used and take basic corrective actions in case of misalignment	• Implement appropriate methodologies and tools to achieve desired outcomes effectively • Pre-empt risks to success of projects and develop plans to mitigate them • Investigate project exigencies, identify and address their root causes • Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project processes and outcomes • Allocate resources to different parts of the projects based on assessments of project priorities • Coordinate the completion of project deliverables within agreed costs, timescales and resources	• Direct an organisation-wide project risk management plan and strategy • Lead a robust stakeholder engagement strategy and effort to secure the commitment of the critical senior stakeholders to the project's success • Determine project budgets, considering their relative priority, urgency, importance and contribution to the business strategies • Set guidelines for the strategic utilisation of resources to ensure that resources are optimised to meet key objectives • Maintain a strategic view over the synergy of projects and project interdependencies • Review performance on projects against their objectives and wider business objectives, and provide redirection where necessary

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: General Management	TSC: Strategy Development		
TSC Description	Analyse and interpret the environment and develop department and organisation strategies and policies, in consultation with relevant stakeholders		
TSC Proficiency Level	Level 3	Level 4	Level 6
TSC Proficiency Description	Identify gaps in practices, services and processes to support strategy planning	Develop resource allocation plans and implementation of strategies and policies	Build actionable strategic plans and policies at cluster and national level
Knowledge	• Standard operating procedures (SOPs) • Service gap analysis models	• Resource management • Operational needs analysis • Methods for development of policies and standard operating procedures • Organisational strategic plans • Methods for risk analysis	• Cross-sector and international trends analysis • Cluster strategies and national directions • Strategy evaluation criteria

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: General Management	TSC: Strategy Development		
TSC Proficiency Level	Level 3	Level 4	Level 6
Abilities	• Identify practice and service gaps in service delivery • Provide suggestions for improvements to standard operating procedures	• Develop resource management allocation plans to maximise effective use of resources • Contribute to development of organisation's strategic plans • Develop policies aligned with the overall strategic directions • Develop standard operating procedures • Perform risk analyses in development of resource management plans	• Advance organisational relevance to sector needs, taking into account financial viability • Synergise knowledge, plans and resources across institutions, clusters or professions • Transform the organisation' strategic plans to consider current or emerging needs and macro-trends of the sector • Review strategic plans for the department or across departments • Contribute to strategic planning at cluster or national level • Review impact and outcomes of strategic plans of the department or across departments

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **General Management**	TSC: **Strategy Execution**	
TSC Description	Develop and implement plans to achieve organisational and departmental strategies and goals	
TSC Proficiency Level	Level 3	Level 4	Level 6
TSC Proficiency Description	Support the implementation of department strategic plans	Translate strategies to plans	Shape strategic implementation at cluster or national level
Knowledge	• Department strategies • Department implementation plans	• Relevant outcome measures • Risk management • Resource management	• Financial management • Healthcare sector analysis • Resource optimisation
Abilities	• Contribute to the implementation of department strategies • Identify gaps and provide suggestions for improvements during implementation • Execute activities outlined by the department or organisation strategic plans • Revise standard operating procedures (SOPs) based on implementation plans outlined	• Review impact of implementation plans • Review department operations and refine plans • Develop and outline implementation activities based on strategies and implementation roadmaps • Track and refine implementation plans and activities	• Drive strategic plans for the organisation aligned to organisation's short- and long-term strategies • Formulate actionable and practical plans for critical business functions • Formulate organisation strategies and anticipate internal factors, external risk and critical factors of the business appropriately

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Patient and/or Client Education and Health Promotion	TSC:	Health Education Programme Development and Implementation

TSC Description	Plan, conduct and evaluate health education programmes to promote health and prevent illnesses	
TSC Proficiency Level	Level 3	Level 4
TSC Proficiency Description	Participate in health promotion activities to patients in the community and school health settings	Develop educational initiatives to promote health to patients in the community and school health settings
Knowledge	• Factors influencing behaviour patterns that lead to poor health, diseases, disabilities and early death • Epidemiology of injury and disease risk factors • Interactions between people, their environments and the activities they accomplish in their daily lives • Habits and routines that promote the adoption and maintenance of healthy behaviours • Models of health promotion within the practice • Health promotion and health education strategies integrated into clinical practice • Educational initiatives that contribute to health promotion	• Epidemiology of injury and disease, risk factors, and factors influencing safety and injury prevention • Determinants of health • Principles of programme design and delivery • Trends in health promotion activities • Concepts and principles of health teaching
Abilities	• Apply recommended models in carrying out health promotion activities • Assist in planning health promotion activities • Assist in evaluating effectiveness of health promotion activities • Assist in running health promotion activities in public events • Promote health and well-being and occupational balance when working with patients and their caregivers	• Apply principles of health promotion with consideration of social determinants • Identify stages of change • Perform assessments for health risks • Incorporate healthy habits and routines into daily activities for patients of all ages and abilities • Provide solutions to psychological, social and environmental barriers that limit patients from engaging in healthy activities • Promote work-life balance and healthy lifestyles • Implement programmes on early identification of diseases

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TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Social Policy	TSC: Social Policy Development
TSC Description	Develop social policies that are current, relevant and aligned to national priorities and social needs
TSC Proficiency Level	Level 4
TSC Proficiency Description	Develop social policy proposals and review social policy proposals developed by staff
Knowledge	• Government policy agendas and priorities, and public interests • Processes for enactment of legislative changes
Abilities	• Recommend policy agendas • Articulate impact of current social trends on social policies • Draft policy proposals • Supervise staff in drafting policy proposals • Identify list of stakeholders to be consulted in policy development • Collect and analyse feedback during policy consultations with stakeholders • Lead engagements with relevant stakeholders and agencies

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Social Policy	TSC: Social Policy Evaluation
TSC Description	Evaluate existing social policies to determine currency, relevance and alignment to national priorities and social needs
TSC Proficiency Level	Level 4
TSC Proficiency Description	Evaluate existing social policies to ensure alignment to national priorities and needs
Knowledge	• Current social policies in social service sector • Current emerging trends in social service sector • Methods of evaluation frameworks • Measures of performance indicators of policies • Research techniques for social policy reviews
Abilities	• Conduct reviews of existing social policies in accordance to organisational frameworks • Identify current trends in society that may impact social policies • Articulate impact of current trends in society on social policies to senior management • Identify international social policies for dealing with current social issues • Analyse evaluation data to identify deficiencies between current and desired performance and outcomes to identify gaps in social policies • Monitor effectiveness of current social policies

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Social Policy	TSC: Social Policy Formulation
TSC Description	Analyse research, social trends and impact of programmes and services to frame social policy issues and implications
TSC Proficiency Level	Level 4
TSC Proficiency Description	Facilitate the framing of social policy issues and implications through the review of research and social trends
Knowledge	• Local and international legislation, political framework and social policies • Principles and practices relating to social service sector policy • Implications of global changes on the social service delivery
Abilities	• Oversee the review and formulation of policy proposals • Collect feedback from relevant stakeholders • Apply relevant knowledge about the socio-economic and political environment and demonstrate awareness of issues for stakeholders in the community • Synthesise literature reviews conducted by staff • Analyse broader political and socio-economic environment to ensure appropriate research and data sets are available to inform policy development • Evaluate the integrity and comparability of data sources by interpreting information gathered from a variety of sources for the current policy agendas

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Social Policy	**TSC:** Social Policy Implementation
TSC Description	Manage the social policy implementation process to ensure alignment with the overarching policy intent
TSC Proficiency Level	Level 4
TSC Proficiency Description	Supervise staff in implementing strategies set out by the department
Knowledge	• Social policy implementation plans • Impact of social policy implementation • Resource management • Types of media used in social policy implementation • Methods to collect feedback on social policies
Abilities	• Establish social policy implementation plans • Identify impact of policy implementation on client groups • Identify media platforms for communication of implemented social policies • Analyse feedback provided by external stakeholders to formulate interventions and responses • Assess impacts of social policy implementation approaches • Investigate the practical implications of options and identify delivery partners • Collaborate with implementation team to ensure that the implementation plans are realistic and feasible • Ascertain amount of resources needed for successful policy implementation • Adapt risk management procedures to support the social policy implementation process

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Professional Practice**	TSC: **Social Sector Policy Influence**

TSC Description	Understand policies applicable in the social sector as well as the process of policy development and influence their development and implementation	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Examine trends in social sector policies and pursue advocacy opportunities	Influence the development and implementation of high-impact policies applicable in the social sector at the national level
Knowledge	• Relevant government initiatives, policies and priorities • Policies relevant to the social sector • Service delivery models in the community and social sector • Current and future service needs of target groups • Networking techniques for policy implementation • Relevant government policy development forums and processes • Methods for policy analysis	• Tools and techniques for influencing policy-makers and social sector stakeholders to change policy direction • Techniques for conceptualising adaptations to sector policies in anticipation of changes in socio-economic developments • Strategies to engage and win support of stakeholders impacted by policies • Techniques for advocating the benefits of policies to policy-makers and sector leaders • Tools for measuring impact of social policies on political and economic environment • Leadership strategies for directing the department's environmental scanning, research and analysis and sharing of findings

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Professional Practice**		TSC: **Social Sector Policy Influence**
TSC Proficiency Level	Level 4	Level 6
Abilities	• Identify the linkages between social sector policies and specific programme areas • Review the outcomes of international social policies and their applicability to the local context • Identify relevant opportunities for communicating formally about the service needs • Support preparations for presentations to government policy development forums and government officials • Pursue opportunities to comment on draft policy documents, legislation, project plans and other relevant documents regarding service needs • Gather perspectives from intended end-user stakeholders involved in the operationalisation of policies • Identify the application of policy to programme delivery components	• Collaborate with policy-makers and social sector stakeholders to change policy direction to get the best outcomes for the sector • Conceptualise adaptations to sector policies in anticipation of changes in socio-economic developments • Engage and win support of stakeholders impacted by policies • Advocate the benefits of the policy to policy-makers and social sector leaders • Review policies in relation to other policies, legislation and programmes • Approve capacity-building initiatives taking into consideration divergent priorities among different departments • Oversee and direct department in terms of environmental scanning, research and analysis and sharing of findings

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Advocacy**	TSC: **Advocacy and Representation**	
TSC Description	Advance the interests of the marginalised and/or vulnerable within the community regardless of mode of delivery	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Advance the interests of vulnerable groups within the community, through a range of activities	Influence and contribute to policy development in the context of changing social and economic environments
Knowledge	• Theories of organisations, group behaviour and organisational change • Principles and practices of advocacy activities • Communication techniques that are effective for enlisting support for change	• Holistic collaboration and advocacy platforms • Relevance of organisation's services in meeting varied needs of individuals, families and group • Evidence-based advocacy methodologies
Abilities	• Identify advocacy skills of individuals within a group • Develop appropriate organising structures, such as committees and networks, to support advocacy activities • Initiate collaborative activities for advocacy • Create opportunities where interests can be represented and where key decision makers will participate • Monitor the effectiveness of advocacy and representation strategies • Make adjustments to advocacy strategies according to evaluation feedback	• Identify and analyse gaps in policies in context of changing social trends • Recommend evidence-based solutions to policy-makers to close gaps in policies • Reach out to key decision makers and others with influence to influence policy-making through feedback and advocacy • Develop close working relationships and form networks with stakeholders who can assist in advocacy

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Casework**		TSC: **Casework Evaluation**	
TSC Description	Evaluate effectiveness and efficiency of casework interventions		
TSC Proficiency Level	Level 4		Level 6
TSC Proficiency Description	Adapt evaluation frameworks to evaluate casework outcomes, processes and levels of risk		Strategise approaches to track outcomes of casework interventions
Knowledge	• Social work evaluation theories and frameworks • Professional partnership evaluation • Casework supervision		• Details of casework processes in the sector • Casework evaluation guidelines and practices • Current performance measures at the national level relating to casework interventions
Abilities	• Adapt evaluation frameworks to suit unique requirements of cases • Review progress of clients against case plans • Evaluate the effectiveness of professional partnerships relating to casework interventions • Supervise casework evaluation		• Establish specific strategies to identify casework intervention performance • Develop case evaluation tools and approaches

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Quality and Patient Safety**		TSC: **Continuous Improvement Management**
TSC Description	Apply continuous improvement processes to optimise operating cost, task efficiency and effectiveness in production, services and processes	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Facilitate the organisation's systems and processes related to continuous improvement	Advocate continuous improvement culture across the organisation to meet continuous improvement goals and targets
Knowledge	• Continuous improvement principles • Continuous improvement systems, tools and techniques • Organisational structure, functions, resources, policies, procedures and culture • Internal and external benchmarking principles and practices • Methods in developing effective communication in continuous improvement messaging • Types of continuous improvement activities and the implementation approach • Measurement criteria for continuous improvement performance • Methods for process gaps analysis	• Industry best practices • New and emerging trends and technologies • Productivity and quality enhancement strategies • Environmental sustainability and waste minimisation strategies • Methods to formulate continuous improvement system, Key Performance Indicators (KPIs) and tools • Organisation culture building strategies, tools and practices • Methods of analysing and assessing continuous improvement opportunities • Change management tools and practices

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Quality and Patient Safety**		TSC: **Continuous Improvement Management**
TSC Proficiency Level	Level 4	Level 6
Abilities	• Execute and supervise initiatives for continuous improvement • Implement and review savings, productivity and service improvements • Validate continuous improvement initiatives and activities as planned • Update processes or procedures as a result of the continuous improvement • Monitor continuous improvement progress against the identified Key Performance Indicators (KPIs) • Review the performance improvement before and after the implementation to identify further improvement opportunities • Execute corrective actions for issues arising during the implementation of continuous improvement activities in accordance with organisational procedures • Develop innovative solutions to supplement gaps in organisational processes and functions	• Lead improvement opportunities in line with organisation's continuous improvement goals and targets • Stay abreast of industry best practices and trends • Evaluate the feasibility of new and emerging technology, procedures and processes used in the industry • Develop strategies to optimise the value chain of the organisation's processes • Transform continuous improvement strategies into actionable plans • Manage change to facilitate transition or incorporation of new equipment, procedures or processes • Review improvement processes to identify further refinements • Promote a strong culture of continuous improvement across the organisation • Approve improvement projects to be carried out

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **General Management**		TSC: **Corporate Governance**
TSC Description	Establish, guide and endorse organisation's corporate governance and compliance policy. This includes being aware of the regulatory frameworks and global leading practices in similar organisations	
TSC Proficiency Level	Level 4	Level 5
TSC Proficiency Description	Operationalise corporate governance policies through operational plans to monitor compliance which includes interpreting, executing and communicating corporate governance policies and evaluating compliance with the policies	Endorse corporate governance framework within the organisation to maintain levels of compliance with statutory laws and regulatory policies as well as the goals for which the organisation is governed
Knowledge	• Regulatory frameworks • Corporate governance principles and related issues • The code of corporate governance • Operational plans for achieving compliance • Techniques to implement operational plans	• Regulatory frameworks applicable to the organisation and global leading practices • Roles, accountabilities and responsibilities of company directors, functions and committees in corporate governance • Processes for operationalising the corporate governance policies • Corporate governance principles • Internal and external corporate governance controls • Operational plans for monitoring and internalising corporate governance in the organisation

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **General Management**		TSC: **Corporate Governance**
TSC Proficiency Level	Level 4	Level 5
Abilities	• Operationalise and manage corporate governance policies for the business units • Communicate corporate governance policies to relevant stakeholders in accordance with organisational procedures to facilitate organisational compliance • Evaluate compliance with corporate governance policies to determine appropriate follow-up actions • Keep abreast of the latest legislative and regulatory requirements applicable to the organisation by subscribing to various information channels to ensure currency of knowledge and organisational compliance	• Endorse the principles of corporate governance and compliance in the organisation • Define roles and responsibilities of company directors and various committees for compliance with corporate governance policies • Provide feedback to inform management on the overall compliance with corporate governance policies • Evaluate operational plans to monitor and internalise corporate governance in the organisation for endorsement purposes • Provide feedback on areas for improvement to enhance effectiveness of organisational corporate governance management • Develop processes to operationalise the corporate governance policies for the business units • Adhere to organisation ethical codes of practice when endorsing corporate governance principles, policies and operational plans to ensure organisational compliance to corporate governance requirements • Provide guidance to operationalise corporate governance policies in the organisation

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Stakeholder Engagement and Partnerships**		TSC: **Professional Consultation**
TSC Description	Provide guidance or professional assistance in response to requests from the clients, other professionals, external organisations and the general public	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Provide professional expertise in engagements within the organisation, other healthcare sector organisations and professionals	Drive professional perspectives and agendas in engagements with government ministries, agencies, and at national and international forums
Knowledge	• Application of a broad range of relevant professional knowledge when providing consultations • Effective consultation methods • Multidisciplinary approaches in provision of healthcare services • Systems including families and communities and how to work with them	• Social, cultural and political contexts of professional practices in operating landscape • Strategies to influence professional perspectives • Awareness of unique and competing interests of different stakeholders within healthcare sector • Awareness of the legislative and national planning contexts for service delivery • Quality assurance principles and processes within professional practices

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Stakeholder Engagement and Partnerships**		TSC: **Professional Consultation**
TSC Proficiency Level	Level 4	Level 6
Abilities	• Influence peers and stakeholders within organisation with professional perspectives • Negotiate and clarify parameters of one's professional involvement in providing healthcare services • Integrate multidisciplinary approaches when providing professional inputs • Evaluate and synthesise information from multidisciplinary perspectives • Discuss intent of the interventions, including any significant differences in multidisciplinary implications • Explain how theoretical models guide intervention in an inter-professional approach • Promote professional perspectives in multidisciplinary team settings • Review sensitive or possibly contentious information for multidisciplinary team discussions, case conferences and policy development	• Influence stakeholders from government ministries, agencies and other healthcare sector organisations with professional perspectives for policy development • Integrate professional practices in providing multidisciplinary healthcare services • Advise on policy implications related to professional practices • Evaluate and manage significant barriers to acceptance of professional expertise by healthcare sector stakeholders critically • Collaborate with others in planning and decision-making at the systems level • Influence psychological mindedness of teams and organisations • Contribute to and foster collaborative working practices of multidisciplinary teams

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Enterprise Risk Management**		TSC: **Risk Management**
TSC Description	Oversee the implementation of policies, frameworks and procedures in the department and oversee compliance to them in order to ensure the integrity of operations and manage risk	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Review and analyse internal and external influencing factors that may impact risk statements and provide recommendations and possible solutions to mitigate such risks with relevant stakeholders	Articulate risk management philosophy and define risk appetite statements based on established organisational strategic objectives, processes, internal capabilities and external environment
Knowledge	• Risk contexts for risk management processes • Tools to identify risks • Potential, inherent and residual risks	• Internal and external contexts of the organisation for managing risks • Risk management philosophy • Risk management strategies that are aligned with organisational policies • Criteria of reasonable assurance to achieve organisational objectives
Abilities	• Collect data and information on potential risk events • Establish risk contexts to define scope of risk management processes in the business units • Analyse risk events in the business units • Identify and select necessary risk response activities to support risk management philosophy • Implement and evaluate risk control activities to support implementation of risk management responses • Implement procedures to inform employees of risk management processes and activities	• Establish organisation's internal and external contexts for managing risks • Assess implications of risk management philosophy • Align risk philosophy and strategies with organisational strategic objectives • Refine risk management philosophy and strategies in accordance with organisational guidelines and/or policies • Establish strategies with reasonable assurance • Assess business environment to determine impact on critical business functions, risk management philosophy and vice versa

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	**Quality and Patient Safety**	TSC: **Service Quality Management**
TSC Description	Manage, develop and review the quality with which services are provided to clients	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Develop and review service delivery standards for the unit or department	Drive service quality standards across aggregated patient services
Knowledge	• Trends in service quality standards and procedures • Tools to measure service quality • Metrics and indicators for existing clinical services • Structuring and delivery of clinical services to optimise client and patient outcomes • Audit methods and tools for service improvements • Principles and processes of quality improvement and assurance	• Types of major service lapses • Legal implications of service lapses
Abilities	• Develop quality standards and metrics for services based on organisation objectives, sector service standards and service quality audit results • Develop strategies to engage staff in providing quality service • Appraise staff on compliance to procedures and standards • Engage relevant stakeholders to provide formal and informal evaluation of services at regular intervals • Develop follow-up action plans to address audit and service quality gaps • Evaluate effectiveness, efficiency and quality of overall service in consideration of organisational priorities, processes, resources and expectations of the role • Manage escalated cases of complaints from clients	• Oversee service lapses involving large compensation sums and media attention • Oversee service quality of aggregated patient services • Endorse service quality standards developed for organisation • Endorse strategies to engage organisation's staff to be committed to providing services of quality standards

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TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Programme Development and Implementation	TSC:	Social Service Programme Development

TSC Description	Develop social service programmes using intervention concepts and frameworks that serve the needs of the clients and community	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Lead development of social service programmes	Drive development of national and sector-wide programmes across settings, social service agencies or organisations
Knowledge	• Community development frameworks, principles and models • Support needs of clients or community stakeholders • Client observation and needs assessment methods • Trends and best practices in social service programmes • Methods to adapt and incorporate programmes for development • Relevant referral agencies, support services and networks to support programmes • Methods to define and measure programme outcomes • Strategies to engage programme stakeholders	• Methods to integrate sector-wide programmes • Sector-wide needs and considerations for programme development • Types of sector-wide programmes and synergies between them • Policy implications on programme development • Consultation processes

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: Programme Development and Implementation		TSC: Social Service Programme Development
TSC Proficiency Level	Level 4	Level 6
Abilities	• Conduct needs assessment for clients or community stakeholders • Assess complexity of client needs and the scope of services or programmes to be provided • Assess community profile, strengths and needs to support community development • Define data collection processes and outcome measures of programmes • Apply relevant principles, frameworks and best practices in developing social service programmes • Determine allocation of resources for programmes • Adapt and incorporate best practices and trends in programmes • Pilot and refine service and programme parameters to ensure successful implementation • Build collaborations/partnerships with agencies, funders/sponsors and stakeholders in the social service sector for community development and re-integration	• Outline key focus areas in programmes for development to address emerging needs and in different settings • Advise on programme development and integration across different settings • Integrate programme development across other programmes available in the sector

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Programme Development and Implementation	TSC: Social Service Programme Implementation
TSC Description	Implement effective social service programmes that serve the needs of the clients and community	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Lead in the implementation and adaption of social service programmes	Drive implementation of sector-wide and national social service programmes
Knowledge	• Best practices and strategies to adapt programmes • Causes for client disengagement in programmes • Relevant associations, government, community and private sector organisations • Methods to build community stakeholder support for programmes	• Synergies between programmes across the social service sector • Strategies to integrate sector-wide programmes • Programmes implemented by different social service providers • Best practices in programme implementation
Abilities	• Adapt programmes and services to suit needs of client or programme objectives • Develop strategies to address causes for client disengagement • Monitor the allocation and sufficiency of resources for successful programme execution • Utilise networks within the community and social service organisations to extend support and participation in programmes	• Integrate community-wide programmes and best practices that cut across different social service providers with long-term national impact • Initiate government and private sector partnerships and networks to support programmes • Build partnerships across the sector to facilitate integration of programmes across different social service providers

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **General Management**		TSC: **Strategy Management**
TSC Description	Develop and implement plans to achieve organisational and departmental strategies	
TSC Proficiency Level	Level 4	Level 6
TSC Proficiency Description	Implement nursing strategic plans	Endorse nursing strategic plans
Knowledge	• Types of resources • Resource management • Relevant organisational and nursing policies and processes • Nursing strengths, weaknesses, opportunities and threats analysis • Change Management • Strategic planning principles and tools	• Emerging healthcare trends • Organisational business plans • Cross-sector and international trends analysis • Service impact analysis • Nursing strategy plans
Abilities	• Determine resource needs to ensure successful implementation of nursing strategies • Conduct strengths, weaknesses, opportunities and threats analyses of nursing workforce and services • Plan nursing resource management allocation plans to maximise effective use of funds and manpower resources • Develop strategy implementation and change management plans • Implement strategic plans • Implement actionable and practical change management plans • Propose solutions to gaps and areas of improvement to ensure successful implementation • Report implementation progress	• Identify strategic goals of the nursing functions and the organisation • Set nursing strategic directions, goals and targets • Synergise resource allocation to drive nursing performance

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Enterprise Risk Management	TSC:	Clinical Governance

TSC Description	Establish clinical frameworks for professional practice to ensure alignment with regulatory frameworks and organisational objectives
TSC Proficiency Level	Level 4
TSC Proficiency Description	Implement clinical governance frameworks in professional practice
Knowledge	• Organisational guidelines, policies and goals in clinical governance • Clinical governance framework implementation • Stakeholders' interests • Criteria for evaluating clinical outcomes • Procedures for clinical review programmes • Patient Safety Indicators and International Patient Safety Goals • Types of Key Performance Indicators (KPIs) • Scope of professional practice
Abilities	• Translate requirements from clinical governance frameworks into implementation plans • Execute the implementation of clinical governance frameworks through the use of relevant methodologies within functional areas • Identify areas of non-compliance and highlight areas for improvements • Implement clinical review programmes • Promote adherence to clinical governance frameworks • Establish KPIs to measure effectiveness of quality service operations plans • Maintain consistency in quality service delivery using KPIs • Participate in clinical review programmes • Adhere to defined scope of practice

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Stakeholder Engagement and Partnerships	TSC:	Conflict Management

TSC Description	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively
TSC Proficiency Level	Level 4
TSC Proficiency Description	Manage and diffuse conflicts between groups or individuals
Knowledge	• Signs, stages and causes of conflicts • Conflict resolution techniques • Legal and ethical considerations relating to conflict management • Organisational policies and procedures which provide clarifications or assistance in relation to the management of conflicts • Facilitation, communication and negotiation methods for managing conflicts • Scope of responsibilities as the manager of a department or cross functional team, in leading and managing several work teams or projects
Abilities	• Identify and resolve conflicts and minimise impact on other colleagues and customers • Review the effectiveness of the conflict resolution strategies • Take action to prevent the recurrence of conflicts • Deal with conflicts sensitively, courteously and discreetly through use of conflict resolution techniques • Take responsibility for conflict outcomes • Recognise early indicators of conflicts • Discuss and resolve conflicts between team members • Analyse and decide on the best resolutions for conflict initiative and enterprise skills to consider and suggest changes to workplace practices to avoid future conflicts • Coach team members to resolve conflicts and assess conflict situations to enable selection of the most appropriate resolution approaches

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Casework**	TSC: **Casework Intervention**	
TSC Description	Provide systematic approaches to casework interventions	
TSC Proficiency Level	Level 2	Level 4	Level 6
TSC Proficiency Description	Support the implementation of casework interventions	Facilitate appropriate casework intervention approaches	Drive best practices in casework interventions at the national level
Knowledge	• Approaches for casework interventions • Ethics of social work • Legal provisions and resources • Principles of confidentiality, privacy and informed consent • Organisation's standards of care and protocols for responding to crisis situations • Types of social services and programmes • Casework reporting requirements and documentation • Case review and closure procedures	• Specialised theories and techniques of casework intervention • Casework supervision • Networks of social services and programmes • Techniques for assessing effectiveness of counselling • Specialised counselling techniques	• Practice standards for casework interventions • New developments, current trends and emerging needs in casework interventions

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category:	**Casework**	TSC:	**Casework Intervention**	

TSC Proficiency Level	Level 2	Level 4	Level 6
Abilities	• Recognise roles and responsibilities of a case worker to clients • Support crisis management in accordance to organisation's policies and procedures • Explain relevant services provided by the organisation to clients • Apply probing techniques to determine underlying issues faced by clients • Apply principles and procedures for gaining informed consent • Apply counselling skills to interact with clients • Coordinate discharge plans of clients and documentation of case closure	• Adapt casework intervention techniques for cases • Supervise implementation of casework interventions • Lead case conferences • Equip team with skills and resources to respond to crisis • Endorse social reports and other documents for high-risk cases • Mobilise community resources for intervention • Apply specialised counselling techniques in specific cases	• Analyse emerging trends in casework practice for holistic intervention • Establish documentation and platforms for knowledge dissemination of best practices • Foster partnerships with stakeholders to support implementation of intervention plans across sector • Oversee staff capabilities to respond to crisis situations • Review existing crisis management plans to identify ways to improve casework in the organisation

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Quality and Patient Safety**		TSC: **Excellence in Service**
TSC Description	Create strategies to foster positive customer and/or patient experiences and deliver service excellence throughout the engagement lifecycle	
TSC Proficiency Level	Level 4	Level 5
TSC Proficiency Description	Develop servicing partnerships by strengthening the relationships and creating differentiated experiences, leveraging opportunities to continuously	Drive service excellence at an organisational level
Knowledge	• Techniques to evaluate customer and/or patient satisfaction • Methods to strengthen collaborations and partnerships • Relationship management techniques	• Strategies to foster customer and/or patient centricity • Industry trends and opportunities • Organisation's service workflows • Process, infrastructure and resource requirements for service operations • Methods to evaluate impact of service relationships on organisation's reputation • Business excellence frameworks
Abilities	• Maintain relationships with existing customers and/or patients • Monitor customer and/or patient satisfaction and identify areas for improvement • Implement continual improvements based on feedback provided • Communicate implemented improvements to customers and/or patients, when appropriate, and seek their feedback on their effectiveness • Guide junior staff on how to improve service delivery and manage touch points • Liaise with other departments to improve customer and/or patient journey	• Drive service initiatives within the organisation • Review service workflows and processes to ensure hassle-free service across different touch points • Collaborate with other departments to improve the quality of service provided to customers and/or patients

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Patient and/or Client Education and Health Promotion	TSC: Patient Education and Engagement
TSC Description	Provide patients with the necessary information pre- and post-consultations with doctors and promote awareness on health and wellness
TSC Proficiency Level	Level 4
TSC Proficiency Description	Promote the importance of general health and wellness
Knowledge	• Community and national health policies • Public health issues and initiatives • Health promotion topics • Basic health issues and eligibility associated with patients' social and demographic factors
Abilities	• Recognise opportunities where general health advice can be provided • Provide general health and wellness advice taking into account the underpinning social and demographic determinants of health in accordance with organisational guidelines and procedures

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Ethics and Professionalism**	TSC: **Professional, legal and ethical healthcare practice**
TSC Description	Apply legal and ethical principles and professional code of conduct to uphold the integrity and reputation of the organisation and the profession
TSC Proficiency Level	Level 4
TSC Proficiency Description	Ensure compliance to professional, legal, and ethical requirements. Apply ethical decision-making models and strategies to address ethical dilemmas and issues
Knowledge	• Types and indicators of breaches in ethical and legal practices • Principles and reasons underlying legislation and ethical decision-making, and ethical decision-making models for addressing ethical dilemmas • Personal and professional boundaries for ethical decision-making
Abilities	• Utilise ethical decision-making models to resolve ethical dilemma in clinical areas • Monitor compliance to professional, ethical practices, legal and regulatory requirements of professional practice • Maintain relevancy and currency of organisation legal and ethical operational procedures to ensure provision of safe and evidence-based care to patients

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Education for Healthcare Professions	TSC: Programme Design
TSC Description	Plan, design and develop learning experiences that fulfill required skills and competency outcomes
TSC Proficiency Level	Level 4
TSC Proficiency Description	Develop training programmes, analyse the range of factors which influence learning, adopt best practice principles in programme design and vet programmes and materials
Knowledge	• Elements of conducive learning environments • Best practices in training programme design and development • Clinical education frameworks and requirements • Key concepts and theories of adult learning • Learning styles and preferences and how they impact learning • Design and delivery techniques used to identify individual adult learner's needs • Training strategies to accommodate culturally diverse learners • Ethical decision-making practices in training • Learning theories and corresponding design elements to enhance learning • Practical considerations in the use of various types of training resources
Abilities	• Identify suitable in-house or external training programmes to bridge knowledge and skills gaps as identified in the learning needs analysis • Apply best practices in the design and development of in-house training programmes • Develop or adopt clinical education frameworks for learners • Apply concepts and theories of adult learning • Identify appropriate learning strategies for specific learning styles • Manage and identify common ethical issues in training practice • Apply transfer of training theories into design, featuring opportunities for practice and application • Ensure training resources, facilities and environments are appropriate and safe for training delivery based on the relevant logistic checklists • Organise training activities for learners according to their skill and competency levels and the programme requirements • Organise training schedules for learners for in-house training

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Education for Healthcare Professions	TSC: Programme Delivery
TSC Description	Deliver learning experiences according to the profile and learning needs of the students, staff or professionals, including the provision of mentorship or coaching.
TSC Proficiency Level	Level 4
TSC Proficiency Description	Implement education and training programmes, and conduct training for learners according to programme design
Knowledge	• Types of training resources, learning materials and technologies, and their relative merits and limitations • Rationale and methods for maintaining a conducive learning environment • Ethical and cultural considerations during programme delivery • Best practices in training delivery • Analysis and evaluation of education or training programmes
Abilities	• Identify gaps in staff, professionals or students' ability to deliver training programmes or presentations effectively • Recognise the need to adjust training programmes to match the needs and characteristics of learners and adjust accordingly • Identify and reduce barriers to learning • Review with learners opportunities to transfer learning to the workplace • Create and maintain conducive learning environments • Mentor identified staff members to develop skill sets for career progression • Deliver training on supervisory frameworks to staff with direct reports to enable them to identify learning needs of team members

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: General Management	TSC: Quality and Audit Management
TSC Description	Ensure the quality of services adheres to standards and develop initiatives to enhance quality through systematic review of programmes and services against criteria and the implementation of changes
TSC Proficiency Level	Level 4
TSC Proficiency Description	Lead audit to ensure quality of services delivered adheres to organisational practice and standards
Knowledge	• Review and evaluation methods • Audit governance requirements • Ethical principles relating to auditing • Service development and evaluation • Quality system accountability and practices within organisation • Professional ethics and standards • Different training programmes, methods and styles
Abilities	• Lead team in conducting audits to ensure quality of services delivered adheres to organisational and practice standards • Ensure audit processes are conducted according to organisational and ethical procedures • Apply audit methodology to draw appropriate audit conclusion of services delivered • Disseminate information and explain findings about quality • Follow quality systems and allocate responsibilities for quality within work area • Provide training in relevant quality systems and improvement processes to allow employees to maintain quality system • Identify training needs in relation to quality system and continuous improvement

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Research Practice**	TSC: **Research Data Analysis**
TSC Description	Analyse research data, interpret results generated and link them to the research questions or related findings in scientific literature to derive new insights
TSC Proficiency Level	Level 4
TSC Proficiency Description	Guide professionals in the preparation and analysis of research data and interpret the results generated
Knowledge	• Methods for integrating and analysing different types of research data • Techniques and algorithms available for data analytics • Strengths and weaknesses of different types of analytical methods
Abilities	• Determine how data should be prepared to facilitate intended analysis • Guide research data preparation • Guide summarisation and visualisation of data • Guide analyses of quantitative and qualitative data • Guide interpretation of results generated • Review analyses and interpretations of the research data to ensure credibility

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **General Management**	TSC: **Strategy Implementation**
TSC Description	Develop implementation plans to achieve organisation and department strategies and goals
TSC Proficiency Level	Level 4
TSC Proficiency Description	Evaluate the strategy for departments ensuring that the plans are realistic
Knowledge	• Service impact on relevant social service stakeholders • Risk management • Resource management
Abilities	• Review the department and service impact • Review department operations and refine plans for alignment to organisational strategy • Develop department strategies and evaluate risk impact based on internal factors and external conditions

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **General Management**	TSC: **Strategy Planning**
TSC Description	Analyse and interpret the environment and develop department and organisation strategies and policies, in consultation with relevant stakeholders
TSC Proficiency Level	Level 4
TSC Proficiency Description	Develop resource allocation plans and implement strategies and policies
Knowledge	• Resource management
Abilities	• Develop resource management and allocation plans to the maximise effective use of funds of the organisation • Review the department's strategic plans to consider various sector needs and ongoing trends • Develop a corporate policy aligned with the overall strategic direction • Draft standard operating procedures (SOPs)

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Quality and Patient Safety**	TSC: **Workplace Safety and Health**
TSC Description	Establish a workplace safety and health system as well as maintain and comply with Workplace Safety and Health (WSH) policies and procedures
TSC Proficiency Level	Level 4
TSC Proficiency Description	Implement Workplace Safety and Health (WSH) systems, establish and evaluate WSH policies and risk control measures and work in consultation with WSH personnel and committees in accordance with the WSH Act
Knowledge	• Responsibilities of the designated personnel and committees under WSH Act and its subsidiary legislation • Responsibilities of employees, supervisors and management in WSH • Organisation's WSH system, general policies, procedures, programmes and evaluation guidelines • Management arrangements relating to regulatory compliance, hazards and risks, control measures and relevant expertise required • Importance of benchmarking WSH performance against national and international standards • Business continuity planning and risk assessment related to infectious disease outbreaks • Potential impacts of infectious disease outbreaks on organisational business financials, staff and customers • Importance of assessing and reviewing workplace risk management activities in accordance with the guidelines provided by the WSH Act

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

CONT'D

TSC Category: **Quality and Patient Safety**	TSC: **Workplace Safety and Health**
TSC Proficiency Level	Level 4
Abilities	• Incorporate WSH responsibilities and duties into job descriptions of all employees and facilitate the allocation of financial and human resources for the operation of WSH system in the organisation • Set up a system for monitoring and evaluating WSH records that allow identification of patterns of workplace injuries and diseases within the area of managerial responsibility • Assess and evaluate the effectiveness of the WSH system and related policies, procedures and programmes according to the organisation's aims with respect to WSH • Develop risk assessment procedures that are integrated within systems of work and procedures in the organisation • Assess the risks presented by identified hazards and develop measures to control assessed risks according to hierarchy of control, relevant WSH legislation, codes of practice and trends identified from the WSH records systems • Develop procedures for on-going control of risks associated with hazardous events that meet WSH and related legislation requirements in consultation with appropriate emergency services • Address hazard identification and risk control at the planning, design and evaluation stages to ensure adequate risk control measures are included within the area of managerial responsibility • Facilitate the provision of resources to enable implementation of new risk control measures in accordance with the organisational procedures • Monitor and improve existing risk management activities and risk control measures to ensure procedures are adopted effectively throughout the area of managerial responsibility

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Learning Programme Development and Delivery	TSC:	Learning Framework Development

TSC Description	Design and maintain a framework for identifying and meeting the learning needs of students, staff, professionals and the public.
TSC Proficiency Level	Level 5
TSC Proficiency Description	Develop and implement frameworks to identify and meet the learning needs of students, staff, professionals and the public
Knowledge	• Purpose of learning needs analyses in enabling continuous education • Relevant stakeholders involved in the learning needs analyses • Staff's attitude towards training and development • Process for developing learning frameworks • Department's learning and development guidelines and frameworks • Processes for gap analyses
Abilities	• Utilise the learning needs analysis framework to determine skill level and learning needs of staff • Evaluate staff training needs based on the outcomes of the learning needs analysis and in collaboration with other departments • Apply latest learning strategies, techniques and technologies to improve the organisation's learning strategy and framework • Educate staff on the use of the learning needs analysis framework • Provide feedback on the efficacy of the learning framework • Determine the appropriate intervention to bridge skills and knowledge gaps of staff • Develop competency models for the skills needs of the organisation • Perform prioritisation of budget for learning needs in partnership with management

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Learning Programme Development and Delivery	TSC:	Learning Programme Delivery

TSC Description	Deliver learning experiences according to the profile and learning needs of the students, staff and/or professionals
TSC Proficiency Level	Level 5
TSC Proficiency Description	Implement and deliver training programmes according to programme designs
Knowledge	• Principles and theories of adult learning and pedagogy • Approaches, methodologies and best practices in training delivery • Types of training and learning resources, materials and technologies • Methods to create conducive learning environments • Facilitation methods for effective learning
Abilities	• Deliver training programmes or academic programmes designed in collaboration with institutes of higher learning • Adapt training programmes to meet learners' needs • Identify and reduce barriers to learning • Manage learner behaviours effectively • Use appropriate methods to assess learning progress • Provide timely feedback to learners • Guide learners to translate learning outcomes to the workplace • Create and maintain a conducive learning environment • Conduct Train-the-Trainer programmes

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Learning Programme Development and Delivery	TSC:	Learning Programme Design

TSC Description	Plan and design learning experiences that are intellectually and academically engaging while imparting skills and competencies in students, staff, professionals and the public
TSC Proficiency Level	Level 5
TSC Proficiency Description	Develop programmes and materials and analyse the range of factors which influence learning and design
Knowledge	• Principles of the learning environment and organisational learning • Best practices in training programme design and development • Education frameworks and requirements for students from Institutes of Higher Learning • Design principles and the process for developing on-the-job training programmes • Methods to design, develop and contextualise on-the-job training programmes • Key concepts and theories of adult learning • Design and delivery techniques used to diagnose individual learners' needs • Training strategies to accommodate culturally diverse learners • Ethical decision-making practices in training
Abilities	• Identify the learning outcomes of on-the-job training programmes • Gather information required for design, development and contextualisation of the training programme from relevant stakeholders • Design on-the-job training programmes based on relevant adult learning principles as well as ethical and legal requirements • Document appropriate assessment methods and tools • Develop on-the-job training materials in accordance with agreed programme designs • Develop mentoring framework for the department according to department guidelines and policies, best practices and objectives of the mentorship programme

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	Learning Programme Development and Delivery	TSC: Learning Programme Evaluation
TSC Description	Evaluate the effectiveness of learning experiences and modify the teaching approaches and materials accordingly	
TSC Proficiency Level	Level 5	
TSC Proficiency Description	Evaluate programme effectiveness and implement improvements in programmes	
Knowledge	• Evaluation designs and frameworks • Confidential data protection methods • Assessment tools and criteria for evaluating efficacy and fidelity of programmes • Methods to evaluate acquisition of knowledge and application of skills acquired • Methods for data analysis of programme outcomes • Review processes for training programmes	
Abilities	• Collect and organise data sources for programme evaluation • Conduct course evaluation on learners' knowledge and their ability to apply skills at the workplace • Prepare course evaluation report • Review learners' needs and ensure learning objectives are met • Review the effectiveness of educators in delivering programmes • Propose recommendations based on evaluation findings • Develop improvement plans to facilitate implementation of improvements to programmes • Review and update programmes	

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category:	**Evidence Based Practice**	TSC:	**Research Translation**

TSC Description	Translate research findings into practice
TSC Proficiency Level	Level 5
TSC Proficiency Description	Formulate recommendations based on research findings to inform on gaps in policies, research and professional practice
Knowledge	• Impact of research findings and recommendations on practice • Implication of multidisciplinary research concepts, programmes, policies and practices for integration • Policy and practice frameworks relevant to professional practice • Programme evaluation and research frameworks • Advanced statistical analysis methods • Design methodologies of implementation science • Barriers and opportunities for translating research into practice
Abilities	• Implement systematic reviews and meta-analyses • Identify and integrate the appropriate conceptual, research, policies, and/or practice implications from research findings to formulate recommendations • Develop appropriate clinical practice guidelines based on research findings • Analyse and integrate relevant research findings to inform policy gaps and recommendations • Conceptualise and implement new services or improve existing services based on research findings • Evaluate outcomes of new or existing services after integration of research findings into practice

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Quality and Patient Safety**	**TSC:** **Clinical Services Development**

TSC Description	Drive and maintain clinical excellence through development of services
TSC Proficiency Level	Level 6
TSC Proficiency Description	Synergise research outcomes and organisational/clinical goals to develop new clinical services. Maintain an overview of all clinical services pertaining to the specialisation.
Knowledge	• National or profession-based initiatives relevant to specific target groups, services or specialisations • Procedures to translate research into new services • Funding processes and sources • Effect of momentum when evaluating and implementing new services • Multidisciplinary innovations and potential for collaboration
Abilities	• Set strategic directions for the development of new clinical services • Set service standards to be met by new or improved clinical services • Endorse new services that have been developed • Develop, evaluate and implement inter-professional services • Develop regulatory approaches to assess the safety and efficacy of new clinical services • Evaluate the safety and efficacy of clinical services in accordance to regulatory requirements • Secure funding to finance the development of new clinical services

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: Quality and Patient Safety	TSC: Quality Improvement and Safe Practices
TSC Description	Drive continuous improvement, risk management and implementation of safety design principles to achieve quality and patient safety outcomes
TSC Proficiency Level	Level 6
TSC Proficiency Description	Establish system direction across the organisation to drive continuous improvement in quality and safety
Knowledge	• Industry best practices and innovation in quality and patient safety • Methods to set improvement goals, measure and evaluate process and system performance • Methods to design and implement improvements • Emerging trends in clinical incidents and severe adverse event management • Revisions to the Ministry of Health (MOH) and relevant sector regulatory body standards and guidelines • Organisation culture building strategies, tools and practices • Methods of analysing and assessing continuous improvement opportunities • Change management tools and practices • System thinking principles and concepts
Abilities	• Drive improvement opportunities in line with organisation's continuous improvement goals and targets • Formulate targets for quality improvement initiatives • Keep abreast of industry best practices and trends • Evaluate the feasibility of new and emerging technology, procedures and processes used in the industry or adjacent industries • Establish local documented processes for identifying, managing and reporting clinical incidents • Promote a strong culture of quality and safety across the organisation • Develop priorities and strategies for quality improvement and patient safety • Provide resources to achieve quality and patient safety objectives • Apply system thinking concepts and principles to drive organisational wide improvements

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Research Practice**	**TSC:** **Research Data Collection and Management**
TSC Description	Collect research data and manage research databases, including extracting required data and managing data storage
TSC Proficiency Level	Level 6
TSC Proficiency Description	Drive ethical data collection and management across research studies in the organisation
Knowledge	• Data preservation and disposal policies and methods • Methods to develop research data collection and management policies • Best practices in data collection, management, preservation and disposal
Abilities	• Develop and/or review the organisation's research data collection and management policy • Develop data preservation policy that balances the need for data preservation with confidentiality assurance • Oversee preservation and disposal of research data to ensure compliance to ethical, legal and organisational requirements

TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

TSC Category: **Professional Practice**	TSC: **Practice Supervision**
TSC Description	Provide professional supervision to supervisees to develop their practice capabilities and competencies
TSC Proficiency Level	Level 6
TSC Proficiency Description	Mentor successors and develop supporting mechanisms to support capability development and overall service quality
Knowledge	• Supervision and mentoring modalities, current research and best practices • Human resource development • Management principles and practices • In-depth knowledge in the area of practice in which the professionals operate • Clinical governance within organisation • Training needs analysis for department
Abilities	• Develop and review practice supervision and mentoring framework and guidelines • Appraise and implement overall supervision structure, guidelines and governance • Develop mentorship plans for professionals • Evaluate effectiveness of mentorship plans

PROGRAMS LISTING

Training programs are under development
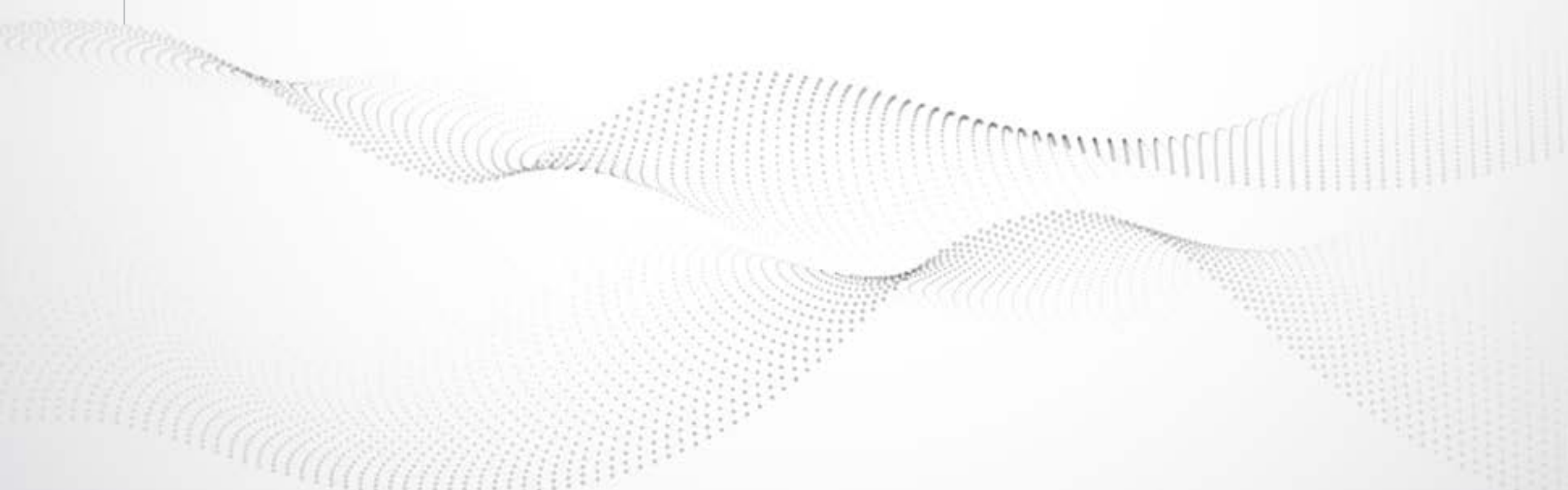
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- **Karen Kwa (Co-Chair)** — Tan Tock Seng Hospital
- **Zeng Hui Hui (Co-Chair)** — Ng Teng Fong General Hospital
- **Alicia Tan (Advisor)** — Sengkang General Hospital
- **Bryan Lim** — KK Women's and Children's Hospital
- **Chee Ching Yee** — Singhealth Polyclinics
- **Chua Ee Cheng** — Khoo Teck Puat Hospital & Yishun Community Hospital
- **Eunice Chin** — Singhealth Community Hospitals
- **Genevieve Wong** — National Heart Centre Singapore
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- **Tan Yee Pin** — National Cancer Centre Singapore
- **Teo Ginnyueh** — Institute of Mental Health
- **Terina Tan** — National University Hospita
- **Theresa Soon** — National Skin Centre
- **Yong Lee Ling** — Sengkang General Hospital
- **Toh Pei Zhen (Secretariat)** — Manpower Standards and Development Division, MOH

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- **Chew Li Ling** — Singapore General Hospital
- **Kitty Lee** — Woodlands Health
- **Kong Lai Yee** — Singhealth Community Hospitals
- **Lee Kim Yoong** — National University Polyclinics
- **Lim Boon Chee** — Ng Teng Fong General Hospital
- **Mavis Teo** — KK Women's and Children's Hospital

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