



How to Use the Skills Framework

for Organisations, Employees, Consultants and Learning Solutionists

A The challenge

in adopting the Skills Framework (SFw)

1. The job and skills information in the SFw reflects general market practices. They are not a national standard.
2. As the information is resourced from many organisations (representing more than 50% of the workforce for each sectoral framework), the Critical Work Functions (CWF) and its Key Tasks (KT) trend towards being comprehensive and complete for a given area of work. But this may not reflect exactly what an organisation or individual does in a job. In reality, job scope varies depending on the size, core competencies, strategic direction and other aspects of the business as well as operational exigencies.
3. As a result, an actual job role in a workplace may only carry out some, but not all, of the KTs in a CWF, and may carry out some tasks that are not reflected in the KT. This presents what we call a **Relevance (R)** issue to fully adopting the CWF and KT statements.
4. Even if a KT is relevant to an organisation or job holder, how frequently it is being carried out and to what level of depth it is being carried out determines whether it can be included as a key task for the job. This presents both a **Frequency (F)** and **Depth (D)** issue to adopting the KT statements.
5. So even when the CWFs and KTs trend towards comprehensiveness and completeness, the RFD issue can become a barrier for organisational adoption.

B Why adopt SFw?

Should Organisations and Individuals adopt SFw?



1. A job description, which describes the scope of work for a job role, is an essential part of employment contracting.
2. The scope of work, corresponding to the offered salary, is an important consideration for the candidate to decide whether to accept the job offer or not. Subsequent addition of job tasks or re-configuration of a job can be a substantive issue to many employees and thus for the organisation.
3. Nevertheless, organisations should reference the SFw when drafting or reviewing the job description of its job roles simply because it represents market practices. The job and skills information when taken together in aggregate, provides a comprehensive and complete view of an area of work. This allows organisations to have a sense of its own competitiveness vis-à-vis the market place.
4. Individuals should reference the SFw as it allows oneself, at a glance, to have a holistic view of the nature of the job, an area of work, as well as what competencies are required to perform the job. The information will allow an individual to understand his / her current exposure to the type of job tasks in a work area, as well as the necessary competencies for both current and future jobs.

C How can Organisations adopt SFw?

1. Organisations need to resolve the RFD issue as much as possible when comparing the current job role with the CWFs and KTs.
2. However, it must be accepted that the degree of match between its current job role description and the SFw CWF and KTs really depends on how work is being organised in the organisation.



- Organisational operations need to be nimble and flexible to change in a VUCA world.
- Hence, an organisation cannot be blindly adopting SFw without first considering how jobs are organised in its operations.

3. Nevertheless, the better the current job role matches the CWFs and KT, the easier it is to leverage the skills information – i.e. the Technical Skills and Competencies (TSC) and the Generic Skills and Competencies (GSC).



- The SFw works on the assumption that the TSC/GSCs listed in a Skills Map are the identified skills required to perform the CWFs and KT within that Skills Map.
- The lesser the extent to which the CWFs and KT are being adopted for a job role, the weaker is the assumption that the TSC / GSCs listed are the relevant ones.

4. In the event that the adoption of CWFs and KT are weak, organisations will have to take extra steps to identify relevant competencies for the job in order to train and develop the employees.

D How can individuals adopt SFw?

1. With the assumption that an area of work is comprehensively and completely described in the KT of a CWF, an employee should review and understand all the KT descriptions within the SFw even when he/she does not carry out some of the tasks (relevance), not as frequently to be considered as a key task, and not to the level of depth as described by the verb used by the KT statements. This will help the employee to understand his/her profession/trade holistically.
2. The employee should then seek to understand the employer's performance expectations of those tasks and the area of work. This may include the type of legal compliance, industry standards, organisation level standard operating procedures and guidelines, supervisor-expert discretions and insights. Such organisation and supervisor level performance expectations will differ from employer to employer.
3. In order to support this, employers should set the performance expectations clearly and train the managers and supervisors well to share their expertise and facilitate effective workplace learning.
4. Upon understanding the performance expectations, the employee can then better understand the context by which the TSC/GSCs are being applied and therefore better appreciate the significance and the need to acquire the TSC/GSCs for career development.

E Resolving the RFD issue

What can Organisations, Consultants and Learning Solutionists do to resolve RFD issue?

1. *Identify the most suitable Skills Map for a job role.*

2. *Place current job tasks into the most relevant CWFs.*

a. If a match is found, then match it with the closest KT, and place it under the KT. Otherwise, keep it as an independent statement within the CWF.

b. If a match is not found, organise these unmatched statements into suitable categories and assign each category as a new CWF.

3. *Review any unmatched KT statements.* Consider the statement's relevance to operations, frequency of practice and the level of depth when carrying out the KT, to decide whether it is to be considered as a key task and added into the revised job description. Any inclusion may represent an additional task to the job and/or an enlarged or enriched job scope.



Once the above is completed, the revised job description of the job role would have been integrated with SFw information.

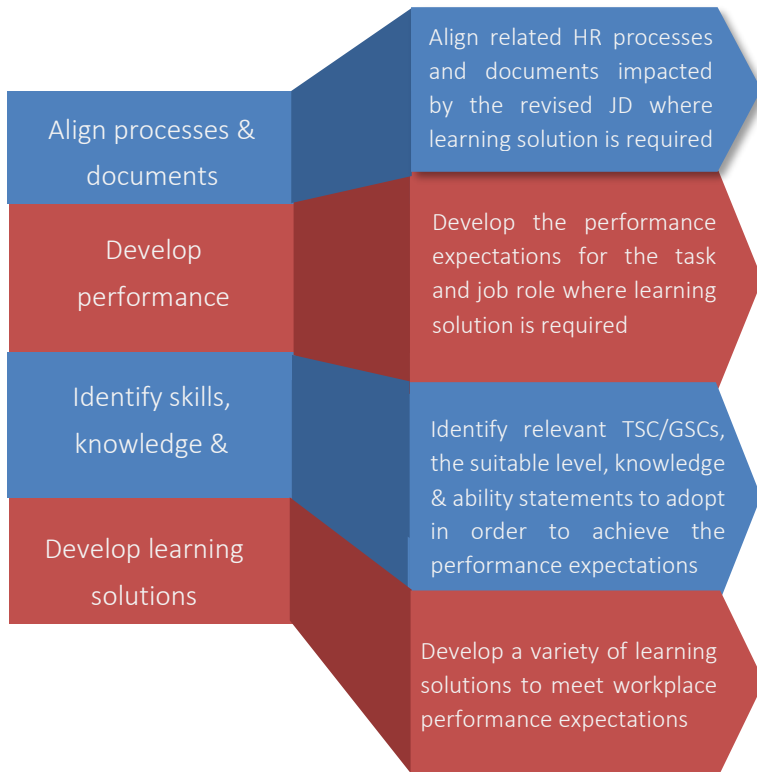
The more SFw CWFs and KT being integrated, the stronger the link and assumption that the listed TSC/GSCs are suitable to be considered for developing the job holder to perform the tasks and job role proficiently.



Role of Learning Solutionist

How can Learning Solutionists help Organisations and Individuals adopt the SFw?

1. Before diving in to develop the curriculum, a learning solutionist needs to be able to help the organisation adopt the SFw by resolving the RFD issue as much as possible.



2. Align processes & documents

For instance, if talent attraction is the area where learning solution is required, the selection criteria, interview questions, assessment checklist would need to be aligned.

3. Develop performance expectations

Questions to ask will include:

- a. what are the performance expectations of the job interviewer;
- b. What legal requirements need to be complied with;
- c. what industry standards need to be observed;
- d. what organisational level standard operating procedures and guidelines, supervisor-expert discretions & insights need to be demonstrated.

4. Identify skills, knowledge & abilities

The suggested TSC level in the SFw may not necessarily be suitable. Also, not all the knowledge and ability statements carry the same level of importance.

5. Develop learning solutions

A learning solutionist wanting to develop a curriculum that can meet diverse set of performance expectations of different workplace context may use the full description of a selected TSC/GSC from the SFw, based on a reasonable assumption that all the knowledge and ability listed should be comprehensive and complete enough to address the proficiency level. Be aware that the same RFD issue may exist during the transfer of learning into a specific workplace and takes the necessary steps to work with the organisation to address.

About EON Consulting and Training

Established in 1996, EON Consulting & Training Pte Ltd (EON) specialises in providing human capital consulting and training services. EON has helped organisations improve strategic human capital alignment and day-to-day HR operations through three areas - consulting, training and information services.

Besides enhancing the overall HR capabilities of SMEs, EON implemented workplace learning solutions to help build a continuous learning and improvement system. EON has also been running workshops for HR practitioners to facilitate adoption of Skills Frameworks for various industries.

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