

TECHNICAL SKILLS COMPETENCIES (TSC) REFERENCE TABLE FOR TIER 1: ASSOCIATE DIRECTOR (FACILITIES MANAGEMENT)

Please be reminded that you need to select at least 13 Technical Skills Competencies for this tier

No.	Competency (TSC) from SSG Skills Framework	Required Proficiency Level	Proficiency Description
1	Asset Management	Level 5	Formulate organisation's asset management strategy to ensure that maintenance and operational activities are aligned to organisation and regulatory requirements
2	Building Information Modelling Application	Level 4	Manage Building Information Modelling (BIM) technologies and workflows throughout the project lifecycle
3	Building Management System Implementation and Control	Level 5	Lead the implementation of Building Management System (BMS) to integrate overall building systems to improve the efficiency and productivity of building management
4	Business Performance Management	Level 5	Formulate organisational performance systems and key performance indicators in alignment with organisation's vision, mission and values
5	Commissioning and Start-up Management	Level 5	Drive strategic planning and implementation of commissioning and start-up work processes so as to ensure safe and reliable commissioning and start-up of new or modified equipment, components and systems
6	Competitive Business Strategy	Level 5	Lead development of organisational competitive advantage strategies
7	Construction Technology	Level 3	Identify and apply suitable construction processes and technologies
8	Continuous Improvement Management	Level 5	Lead the design and application of improvement tools and strategies to meet organisation's continuous improvement goals and targets
9	Contract Administration and Management	Level 5	Formulate strategies for contract administration and management
10	Data Collection and Analysis	Level 5	Examine data to form project insights to focus on identifying value-added opportunities or high-risk areas
11	Design for Maintainability	Level 5	Drive incorporation of Design for Maintainability (DFM) principles throughout the project lifecycle
12	Design for Safety	Level 5	Develop design plans to ensure compliance with Design for Safety (DFS) regulations to eliminate or reduce the safety and health risks during the project lifecycle
13	Design Thinking Practice	Level 5	Establish effective design thinking processes, methodologies and frameworks to proliferate design thinking
14	Emergency Response Management	Level 5	Devise Emergency Preparedness and Response Plans (EPRP) in alignment with organisational and legislative requirements and evaluate effectiveness to suggest improvements
15	Facilities Shut-down and Re-start	Level 4	Manage the shut-down and re-start of a facility according to the established shut-down and re-start procedures to minimise downtime and to ensure safe operations
16	Green Facilities Management	Level 5	Drive the organisation's green building strategies for facility operations and maintenance to achieve minimal environmental impact and operational costs
17	Incident and Accident Investigation	Level 5	Lead incident panel review and drive improvements to the incident and accident investigation and response process
18	Indoor Environmental Quality Improvement	Level 5	Drive strategies to comply with Indoor Environmental Quality (IEQ) standards
19	Integrated Digital Delivery Application	Level 5	Lead the adoption of Integrated Digital Delivery (IDD) technologies to manage projects and building life-cycle efficiently
20	Inventory Management	Level 5	Develop organisational policies and procedures for receipt, dispatch and secure storage of equipment, tools and other materials to prevent losses and achieve effective inventory system
21	Life Cycle Costing and Analysis	Level 5	Endorse cost estimates for project life cycle
22	Maintenance Scheduling	Level 5	Formulate maintenance regimes, achieve maintenance targets and align with organisation resource planning and allocation
23	Maintenance Strategy Development	Level 5	Design corrective and preventive maintenance plans
24	Manpower Planning	Level 5	Formulate organisational manpower plans to bridge gaps between manpower demand and supply based on current and projected needs of the organisation
25	People Management	Level 5	Manage the recruitment, performance and development of teams and assist in succession planning for critical roles
26	Procurement Coordination and Policy Development	Level 6	Transform procurement into an innovative and value-adding process across the organisation
27	Project Cost	Level 5	Approve project budgets and costs projections in accordance with project plans and timelines
28	Project Feasibility Assessment	Level 5	Evaluate and determine feasibility of projects for the organisation, recommend the authorisation of projects and evaluate business environment, cost and organisation capabilities to determine project feasibility.
29	Project Management	Level 5	Lead project teams to implement project master plans
30	Project Risk Management	Level 5	Formulate risk management policies and processes across the project portfolio in order to mitigate project's exposure to internal and external vulnerabilities
31	Quality System Management	Level 5	Drive internal and external quality assurance by establishing Quality Management System (QMS) processes and procedures
32	Robotic and Automation Technology Application	Level 5	Formulate new processes that adopt robotic and automation technologies so as to enhance operational efficiency
33	Security Surveillance Management	Level 4	Plan, implement and review surveillance operations
34	Smart Facilities Management	Level 5	Strategise the application of digital facilities and smart automation in different functional areas and processes
35	Stakeholder Management	Level 6	Strategise business networking to enhance existing stakeholder relationships as well as to establish new business networks and stakeholder relationships
36	Technical Inspection	Level 4	Develop technical inspection plans and procedures and review effectiveness
37	Technical Presentation	Level 5	Deliver impactful presentations to senior stakeholders with a clear agenda, concise topics, logical progression and strong conclusion
38	Technical Writing	Level 4	Develop technical report structures, writing guidelines and standards for the organisation
39	Technology Scanning	Level 5	Lead analysis of emerging technologies and drive implementation of industry specific technologies for organisational effectiveness and competitiveness
40	Value Engineering	Level 4	Develop processes and procedures that minimises the operational costs by reviewing value analysis reports
41	Workplace Safety and Health Culture Development	Level 5	Lead the creation of a Workplace Safety and Health (WSH) culture within the organisation
42	Workplace Safety and Health Framework Development and Implementation	Level 5	Evaluate Workplace Safety and Health (WSH) frameworks and systems to ensure effective implementation for the control of operations, maintenance, contractor and other work activities

No.	Competency (TSC) NOT in FM Skills Framework	Required Proficiency Level	Proficiency Description
1	Business Planning	Level 6	Translate organisational vision, mission and values into business operational plans through consultation with key stakeholders taking into consideration financial, human and physical resources within the organisation
2	Corporate governance	Level 5	Evaluate organisation's corporate governance policies and framework to adhere to statutory laws and regulatory policies
3	Business needs analysis	Level 5	Lead comprehensive analyses of business needs of internal organisation and/or external customers to understand underlying drivers and present compelling business cases for proposed solutions.
4	Financial analysis	Level 4	Evaluate organisations' financial performance and position
5	Pricing strategy	Level 5	Determine appropriate pricing strategies for different products, solutions and customer segments, and establish mechanisms to allow for pricing agility with changing needs
6	Strategy Development	Level 6	Lead the development of organisational strategies and policies that are forward looking, anticipate risks and focus on bottom line results
7	Budgeting	Level 6	Endorse organisational financial and treasury management policies, systems, budgets and plans

TECHNICAL SKILLS COMPETENCIES (TSC) REFERENCE TABLE FOR TIER 2: SENIOR FACILITIES MANAGER

Please be reminded that you need to select at least 13 Technical Skills Competencies for this tier

No.	Competency (TSC) from SSG Skills Framework	Required Proficiency Level	Proficiency Description
1	Asset Management	Level 4	Develop organisation's asset management standards and processes targeted at enhancing maintenance and operational activities
2	Building Information Modelling Application	Level 3	Apply Building Information Modelling (BIM) across the project lifecycle
3	Building Management System Implementation and Control	Level 5	Lead the implementation of Building Management System (BMS) to integrate overall building systems to improve the efficiency and productivity of building management
4	Business Performance Management	Level 4	Manage organisation performance systems across departments
5	Commissioning and Start-up Management	Level 4	Establish commissioning and start-up work processes and procedures including systematic integration, testing and initial operations so as to coordinate commissioning and start-up activities with internal and external stakeholders
6	Condition-based Assets Monitoring Management	Level 4	Implement condition-based monitoring procedures to determine conditions and identify variances in systems, equipment and components
7	Construction Technology	Level 2	Acquire information on construction processes and technologies
8	Continuous Improvement Management	Level 5	Lead the design and application of improvement tools and strategies to meet organisation's continuous improvement goals and targets
9	Contract Administration and Management	Level 4	Advise on contracts and overall contract management
10	Data Collection and Analysis	Level 4	Analyse and interpret findings for project insights and make recommendations to value add to decision making
11	Design for Maintainability	Level 4	Incorporate Design for Maintainability (DfM) principles throughout the project lifecycle
12	Design for Safety	Level 4	Eliminate or mitigate risks inherent in designs by complying with Design for Safety (DfS) regulations to reduce the safety and health risks during the project lifecycle
13	Design Thinking Practice	Level 4	Facilitate and guide stakeholders to apply design thinking methodologies and processes
14	Emergency Response Management	Level 4	Develop Emergency Preparedness and Response Plans (EPRP) and collaborate with external entities
15	Facilities Shut-down and Re-start	Level 4	Manage the shut-down and re-start of a facility according to the established shut-down and re-start procedures to minimise downtime and to ensure safe operations
16	Green Facilities Management	Level 4	Develop facility operations and maintenance procedures in line with the organisation's green building strategies to minimise environmental impact and operational costs
17	Incident and Accident Investigation	Level 4	Develop and review incident investigation procedures
18	Indoor Environmental Quality Improvement	Level 4	Develop designs and corrective actions to improve Indoor Environmental Quality (IEQ) standards
19	Integrated Digital Delivery Application	Level 4	Assess the viability of the adoption of Integrated Digital Delivery (IDD) technologies to manage projects and building life-cycle efficiently
20	Inventory Management	Level 5	Develop organisational policies and procedures for receipt, dispatch and secure storage of equipment, tools and other materials to prevent losses and achieve effective inventory system
21	Life Cycle Costing and Analysis	Level 4	Review cost estimates for project life cycle
22	Maintenance Scheduling	Level 4	Develop maintenance schedules and reprioritise resources in cases of deviations to reduce resourcing downtime
23	Maintenance Strategy Development	Level 4	Support development and facilitate implementation of corrective and preventive maintenance plans
24	Manpower Planning	Level 4	Conduct project level manpower forecasts to bridge gaps between manpower demand and supply, and facilitate development of recruitment strategies within project budgets
25	People Management	Level 4	Manage performance and development of the team
26	Procurement Coordination and Policy Development	Level 5	Devise procurement policies and drive workflow optimisation
27	Project Cost	Level 4	Develop project budgets, review and manage project costs and make adjustments where required to reconcile resource costs with project schedules and outcomes
28	Project Feasibility Assessment	Level 4	Assess the business environment and organisational capabilities and prepare financial projections, as well as report findings to relevant stakeholders
29	Project Management	Level 4	Develop overall project plans to guide the teams in project delivery
30	Project Risk Management	Level 4	Review project risks, causes and impact to implement risk control policies and procedures
31	Quality System Management	Level 4	Manage Quality Management System (QMS) processes to fulfil QMS requirements and improvement
32	Robotic and Automation Technology Application	Level 4	Review performance of robotic and automation technologies so as to assess improvements in the Built Environment
33	Security Surveillance Management	Level 4	Plan, implement and review surveillance operations
34	Smart Facilities Management	Level 4	Develop facility operations and maintenance procedures for integration into smart automation and operation technologies
35	Stakeholder Management	Level 5	Cultivate relationships that create trust, long-term partnership, collaboration and driving engagement with stakeholders
36	Technical Inspection	Level 4	Develop technical inspection plans and procedures and review effectiveness
37	Technical Presentation	Level 5	Deliver impactful presentations to senior stakeholders with a clear agenda, concise topics, logical progression and strong conclusion
38	Technical Writing	Level 4	Develop technical report structures, writing guidelines and standards for the organisation
39	Technology Application	Level 3	Implement technology plans and supervise the use of technology to execute tasks
40	Technology Scanning	Level 4	Review emerging technology, evaluate and determine relevance of emerging technologies to the organisation
41	Value Engineering	Level 4	Develop processes and procedures that minimises the operational costs by reviewing value analysis reports
42	Workplace Safety and Health Culture Development	Level 4	Develop and review the effectiveness of the organisation's Workplace Safety and Health (WSH) culture programme
43	Workplace Safety and Health Framework Development and Implementation	Level 4	Facilitate the development and implementation of Workplace Safety and Health (WSH) frameworks and procedures in control of operations, maintenance, contractor and other work activities

No.	Competency (TSC) NOT in FM Skills Framework	Required Proficiency Level	Proficiency Description
1	Business Planning	Level 5	Facilitate the implementation of operational planning, attain buy-ins from stakeholders across the organisation and ensure necessary resources are available to execute operational systems and processes
2	Vision Leadership	Level 5	Lead managers to develop organisational strategies and review corporate governance management to meet organisational needs
3	Strategy Planning	Level 4	Develop resource allocation plans and implement strategies and policies
4	Pricing strategy	Level 4	Recommend optimal pricing levels for different products, solutions and customer segments and adapt pricing plans based on analysis of both internal and external factors
5	Business Development	Level 4	Develop business opportunities in target segments, review market needs and opportunities, and develop customer relationships
6	Budgeting	Level 5	Develop long-term financial plans and budget requirements
7	Effectiveness management	Level 5	Lead organisational effectiveness enhancement by evaluating systems and processes to support improvement strategies

TECHNICAL SKILLS COMPETENCIES (TSC) REFERENCE TABLE FOR TIER 3- FACILITIES MANAGER / ENGINEER

Please be reminded that you need to select at least 15 Technical Skills Competencies for this tier

No.	Competency (TSC) from SSG Skills Framework	Required Proficiency Level	Proficiency Description
1	Air Conditioning and Mechanical Ventilation Systems Maintenance	Level 4	Diagnose root causes of air-conditioning and mechanical ventilation systems failure and review maintenance plans to prevent fault recurrence
2	Asset Management	Level 3	Implement organisation's asset management procedures as part of maintenance and operational activities
3	Building Information Modelling Application	Level 3	Apply Building Information Modelling (BIM) across the project lifecycle
4	Building Management System Implementation and Control	Level 4	Implement Building Management System (BMS) to ensure effectiveness of BMS integration and optimisation
5	Business Performance Management	Level 3	Monitor performance of the department
6	Civil Structure Maintenance	Level 4	Implement preventive maintenance regime and corrective action plans for civil structures and buildings and fittings
7	Commissioning and Start-up Management	Level 3	Interpret commissioning and start-up work processes and procedures including systematic integration, testing and initial operations so as to conduct commissioning and start-up activities
8	Condition-based Assets Monitoring Management	Level 3	Support implementation of condition-based monitoring procedures
9	Continuous Improvement Management	Level 4	Manage the overall implementation of continuous improvement plans
10	Contract Administration and Management	Level 3	Develop contracts and support contract management
11	Data Collection and Analysis	Level 4	Analyse and interpret findings for project insights and make recommendations to value add to decision making
12	Design for Maintainability	Level 3	Analyse areas for application of Design for Maintainability (DfM) principles throughout the project lifecycle
13	Design for Safety	Level 3	Recognise and highlight safety and health risks inherent in designs in compliance with Design for Safety (DFS) regulations
14	Design Thinking Practice	Level 3	Apply design thinking methodologies and execute design thinking processes to challenge norms and conventions
15	Drainage, Plumbing and Sanitary Systems Maintenance	Level 4	Diagnose root causes of drainage, plumbing and sanitary systems failure and review maintenance plans to prevent fault recurrence
16	Electrical and Electronic Systems Maintenance	Level 4	Diagnose root causes of recurring faults on electrical and electronic systems to resolve systemic failure issues
17	Emergency Response Management	Level 3	Deploy Emergency Preparedness and Response Plans (EPRP) and collaborate with stakeholders to conduct periodic reviews and ensure emergency preparedness
18	Engineering Drawing Interpretation and Management	Level 3	Interpret engineering drawings and documentation describing layout, location, interconnection, design and operational parameters, operating and safety design limits to coordinate construction, operations and maintenance activities
19	Escalator and Travellator Systems Maintenance and Management	Level 4	Develop quality, safety and training initiatives for implementation of escalator and travellator maintenance regimes
20	Facilities Shut-down and Re-start	Level 4	Manage the shut-down and re-start of a facility according to the established shut-down and re-start procedures to minimise downtime and to ensure safe operations
21	Fire Protection System Maintenance	Level 3	Troubleshoot and locate faults on fire protection system to recommend rectification methods
22	Green Facilities Management	Level 3	Implement the organisation's green building strategies on facility operations and maintenance to minimise environmental impact and operational costs
23	Incident and Accident Investigation	Level 3	Analyse incidents and facilitate the identification of root causes and corrective actions
24	Indoor Environmental Quality Improvement	Level 3	Conduct Indoor Environmental Quality (IEQ) inspections to assess the conditions inside buildings
25	Integrated Digital Delivery Application	Level 3	Implement Integrated Digital Delivery (IDD) technologies to manage projects and building life-cycle efficiently
26	Inventory Management	Level 4	Monitor stocktaking procedures, interpret inventory information, document missing or damaged equipment, tools and other materials in accordance to stock control procedures
27	Life Cycle Costing and Analysis	Level 3	Estimate costs for the project life cycle
28	Lift Systems Maintenance and Management	Level 4	Develop quality, safety and training initiatives for implementation of lift maintenance regimes
29	Maintenance Scheduling	Level 3	Execute maintenance plans in accordance with maintenance regime requirements
30	Manpower Planning	Level 3	Facilitate recruitment of manpower to meet forecast requirements
31	People Management	Level 3	Provide guidance to junior team members
32	Procurement Coordination and Policy Development	Level 4	Develop procurement Standard Operating Procedures (SOP)
33	Project Cost	Level 3	Assess project budget implications on operations, monitor project costs, as well as identify potential cost issues
34	Project Feasibility Assessment	Level 4	Assess the business environment and organisational capabilities and prepare financial projections, as well as report findings to relevant stakeholders
35	Project Management	Level 3	Monitor project progress to ensure compliance with project schedules and quality
36	Project Risk Management	Level 4	Review project risks, causes and impact to implement risk control policies and procedures
37	Quality System Management	Level 3	Supervise Quality Assurance and Quality Control (QA/QC) and Quality Management System (QMS) audits
38	Robotic and Automation Technology Application	Level 3	Interpret workflow plan and manufacturer's recommendations for the use of automatic technologies and systems
39	Security Surveillance Management	Level 4	Plan, implement and review surveillance operations
40	Smart Facilities Management	Level 3	Integrate digital technologies and smart automation into facility operations and maintenance
41	Stakeholder Management	Level 4	Develop relationships, engage relevant stakeholders and facilitate alignment of stakeholders' and project objectives
42	Technical Inspection	Level 3	Execute technical inspections of material, equipment, systems, and special category components
43	Technical Presentation	Level 4	Develop engaging presentations for the target audience in the relevant context by adopting widely used communication techniques and visual templates
44	Technical Writing	Level 4	Develop technical report structures, writing guidelines and standards for the organisation
45	Technology Application	Level 3	Implement technology plans and supervise the use of technology to execute tasks
46	Value Engineering	Level 3	Detect shortcomings in the processes and procedures by carrying out value analyses and propose improvements
47	Workplace Safety and Health Culture Development	Level 3	Collaborate with stakeholders to promote the Workplace Safety and Health (WSH) culture programme
48	Workplace Safety and Health Framework Development and Implementation	Level 3	Interpret Workplace Safety and Health (WSH) policies, standards, procedures and practices to ensure compliance with the WSH system

No.	Competency (TSC) NOT in FM Skills Framework	Required Proficiency Level	Proficiency Description
1	Business Opportunities Development	Level 5	Build long-term customer relationships and propose solution offerings that anticipate customers' needs and exceeds expectations
2	Budgeting	Level 3	Prepare business unit's operational budgets
3	Customer Management	Level 5	Drive development and sustainment of customer relationships through application of service innovation to meet needs and requirements
4	Environmental Management System Policies, Standards, Procedures and Practices Management	Level 4	Facilitate and develop Environmental Management System (EMS) policies, standards, procedures and practices in the work place so as to supervise staff and contractors to ensure they comply with the organisation's EMS standards and practices
5	Automation research and implementation	Level 3	Analyse existing manual operations for areas of improvement to identify appropriate technology to automate operations (cleaning, landscaping, pest control, security and etc)
6	Robotics and automation application	Level 4	Review performance of automated workflows for process improvements (for environmental services, landscaping, pest control and etc)
7	Hazards and Risk Control, and Policy Management	Level 4	Facilitate Workplace Safety and Health (WSH) professionals' work in carrying out safety inspections, implementing control measures and evaluating their effectiveness
8	Incident response	Level 4	Develop and review incident management procedures
9	Confidentiality management	Level 3	Implement strategies to control information dissemination
10	Performance Management	Level 5	Formulate people development-related strategies and plans to achieve optimised business performance for term and sub contractors (cleaning, security, pest control, landscaping and etc)
11	Manpower planning	Level 5	Formulate security resources strategies

TECHNICAL SKILLS COMPETENCIES (TSC) REFERENCE TABLE FOR TIER 4: BUILDING / FACILITIES / PROPERTY EXECUTIVE

Please be reminded that you need to select at least 9 Technical Skills Competencies for this tier

No.	Competency (TSC) from SSG Skills Framework	Required Proficiency Level	Proficiency Description
1	Building Management System Implementation and Control	Level 3	Support Building Management System (BMS) implementation, monitor BMS performance, identify integration issues and troubleshoot abnormalities
2	Condition-based Assets Monitoring Management	Level 2	Review current and historical performance of systems, equipment and components to determine requirements of condition-based monitoring regime
3	Continuous Improvement Management	Level 3	Implement plans to monitor the progress of improvement activities against action plans
4	Contract Administration and Management	Level 2	Support the documentation processes of contract administration and management
5	Data Collection and Analysis	Level 3	Collect data using appropriate techniques and business intelligence tools to extract meaningful data for preliminary analyses according to requirements
6	Design for Safety	Level 3	Recognise and highlight safety and health risks inherent in designs in compliance with Design for Safety (DFS) regulations
7	Emergency Response Management	Level 3	Deploy Emergency Preparedness and Response Plans (EPRP) and collaborate with stakeholders to conduct periodic reviews and ensure emergency preparedness
8	Engineering Drawing Interpretation and Management	Level 2	Select and apply engineering drawings and documentation describing layout, location, interconnection, design and operational parameters, operating and safety design limits to support construction, operations and maintenance activities
9	Facilities Shut-down and Re-start	Level 3	Conduct the shut-down and re-start of a facility according to the established shut-down and re-start procedures to minimise downtime and to ensure safe operations
10	Fire Protection System Maintenance	Level 3	Troubleshoot and locate faults on fire protection system to recommend rectification methods
11	Green Facilities Management	Level 2	Apply the organisation's green building strategies in the execution of facility operations and maintenance to minimise environmental impact and operational costs
12	Incident and Accident Investigation	Level 3	Analyse incidents and facilitate the identification of root causes and corrective actions
13	Indoor Environmental Quality Improvement	Level 2	Apply the principles of Indoor Environmental Quality (IEQ) to support improvements
14	Integrated Digital Delivery Application	Level 2	Support Integrated Digital Delivery (IDD) implementation
15	Inventory Management	Level 4	Monitor stocktaking procedures, interpret inventory information, document missing or damaged equipment, tools and other materials in accordance to stock control procedures
16	Life Cycle Costing and Analysis	Level 2	Collate information for cost estimates for project life cycle
17	People Management	Level 3	Provide guidance to junior team members
18	Procurement Coordination and Policy Development	Level 3	Apply procurement procedures and support workflow optimisation
19	Project Management	Level 2	Conduct site inspections and collect data to facilitate project delivery
20	Project Risk Management	Level 3	Identify project-related risks for a specified functional area
21	Quality System Management	Level 2	Apply quality procedures when carrying out daily work to meet quality system requirements as well as maintaining and improving work quality
22	Robotic and Automation Technology Application	Level 2	Apply procedural knowledge of robotic and automation technologies to execute tasks
23	Security Surveillance Management	Level 3	Supervise surveillance operations
24	Smart Facilities Management	Level 2	Manage facility operations and maintenance with digital technologies and smart automation
25	Stakeholder Management	Level 3	Maintain working level relationships to support project implementation activities and foster partnerships
26	Technical Inspection	Level 2	Conduct technical inspections of material, equipment and systems according to work plan
27	Technology Application	Level 2	Adopt new technologies to enhance operations or processes
28	Value Engineering	Level 2	Apply developed processes and procedures to minimise operational costs and waste in daily activities based on instructions
29	Workplace Safety and Health Culture Development	Level 2	Support Workplace Safety and Health (WSH) culture programme
30	Workplace Safety and Health Framework Development and Implementation	Level 3	Interpret Workplace Safety and Health (WSH) policies, standards, procedures and practices to ensure compliance with the WSH system

No.	Competency (TSC) NOT in FM Skills Framework	Required Proficiency Level	Proficiency Description
1	Customer experience management	Level 2	Engage customers over various platforms by leveraging on available organisational resources
2	customer management	Level 2	Enhance customer service provision through interpreting on feedback
3	Washroom maintenance	Level 3	Supervise and review the cleaning processes and procedures of washroom maintenance
4	Environmental Management System Policies, Standards, Procedures and Practices Management	Level 3	Maintain and review Environmental Management System (EMS) policies, standards, procedures and practices in the workplace so as to ensure staff and contractors comply with the organisation's EMS standards and practices
5	Work at heights	Level 3	Supervise workers' adoption of proper safety measures when working heights
6	Hazards and Risk Control, and Policy Management	Level 2	Interpret relevant Workplace Safety and Health (WSH) legislations and relevant industry codes to aid in hazards identification at the workplace
7	Incident response	Level 3	Supervise security activities through analysing of situations
8	Confidentiality management	Level 2	Apply Standard Operation Procedures (SOPs) to control information dissemination
9	Performance Management	Level 4	Review personnel's performance (Cleaning, pest control, security and other term contractors)
10	Manpower planning	Level 3	Deploy and monitor security resources