

CRITICAL CORE SKILLS (CCS) COMPETENCIES REFERENCE TABLE FOR TIER 1 TO 6		
Tier 1: Associate Director (Facilities Management)		
1	Leadership (Advanced)	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
2	Decision Making (Advanced)	Make decision in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
3	Problem Solving (Advanced)	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
4	Resource Management (Advanced)	Establish strategies for the allocation and deployment of resources efficiently and effectively.
5	Communication (Advanced)	Negotiate with others to address issues and achieve mutual consensus.
Tier 2: Senior Facilities Manager		
1	Leadership (Intermediate)	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.
2	Decision Making (Intermediate)	Make decision in a complex setting to achieve intended goals using a structured process and multiple sources of available information.
3	Communication (Intermediate)	Articulate and discuss ideas and persuade others to achieve common outcomes.
4	Resource Management (Intermediate)	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.
5	Interpersonal Skills (Intermediate)	Detect and decipher emotions of others to manage interpersonal relationships in social situations.
Tier 3: Facilities Manager / Engineer		
1	Leadership (Intermediate)	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.
2	Decision Making (Intermediate)	Make decision in a complex setting to achieve intended goals using a structured process and multiple sources of available information.
3	Teamwork (Intermediate)	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.
4	Interpersonal Skills (Intermediate)	Detect and decipher emotions of others to manage interpersonal relationships in social situations.
5	Communication (Intermediate)	Articulate and discuss ideas and persuade others to achieve common outcomes.
Tier 4: Facilities / Building / Property Executive		
1	Service Orientation (Intermediate)	Anticipate customers' needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.
2	Decision Making (Intermediate)	Make decision in a complex setting to achieve intended goals using a structured process and multiple sources of available information.
3	Problem Solving (Intermediate)	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.
4	Creative Thinking (Basic)	Connect ideas or information from related fields or applications to address an immediate issue.
5	Digital Literacy (Intermediate)	Use available software features to create and edit documents, customise templates and reports and evaluate online information.
Tier 5: Facilities / Building / Property Officer		
1	Collaboration (Basic)	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals.
2	Communication (Intermediate)	Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information.
3	Customer Orientation (Basic)	Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience.
4	Problem Solving (Basic)	Identify problems and implement guidelines and procedures to solve problems and test solutions.
Tier 5: Technical Officer		
1	Collaboration (Basic)	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals.
2	Decision Making (Intermediate)	Implement structured decision-making processes and analyze multiple sources of information to propose solutions.
3	Problem Solving (Intermediate)	Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions.
Tier 6: Facilities Technician		
1	Collaboration (Basic)	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals.
2	Communication (Basic)	Communicate with others to share information, respond to general inquiries and obtain specific information.
3	Customer Orientation (Basic)	Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience.
4	Decision Making (Basic)	Follow processes to make decisions which achieve intended goals using given information and guidelines.
5	Problem Solving (Basic)	Identify problems and implement guidelines and procedures to solve problems and test solutions.
Tier 6: Building Supervisor		
1	Collaboration (Basic)	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals.
2	Customer Orientation (Basic)	Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience.
3	Decision Making (Basic)	Follow processes to make decisions which achieve intended goals using given information and guidelines.