

TOOL 6 – ON-THE-JOB TRAINING BLUEPRINT



Job Role:	General Manager	
S/N	Technical Skills and Competences	Training Duration (Month)*
1	Brand Portfolio Management	
2	Budgeting	
3	Business Continuity Management	
4	Business Environment Analysis	
5	Business Negotiation	
6	Business Networking	
7	Business Opportunities Development	
8	Business Performance Management	
9	Business Relationship Building	
10	Communications Channel Management	
11	Conflict Resolution	
12	Consumer Intelligence Analysis	
13	Customer Acquisition Management	
14	Customer Behaviour Analysis	
15	Customer Loyalty and Retention Strategy Formulation	

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16	E-commerce Campaign Management	
17	Emergency Response Management	
18	Food Product Marketing	
19	International Marketing Programme Management	
20	International Trade Legislation for Business	
21	Market Research	
22	Marketing Communications Plan Development	
23	New Export Market Entry Strategy Formulation	
24	Project Management	
25	Risk Management	
26	Social Media Marketing	
27	Stakeholder Management	
28	Strategy Development	
29	Systems Thinking	
30	Technical Presentation	
31	Workplace Safety and Health Performance Management	
	Total Duration	

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S/N	TECHNICAL SKILLS AND COMPETENCIES	KNOWLEDGE	ABILITIES	RANGE OF APPLICATION	TRAINING DURATION (MONTHS)	PERFORMANCE EVIDENCES
1	Brand Portfolio Management	<ul style="list-style-type: none"> • Brand portfolio strategy • Brand culture and ethos • Factors to be considered when developing a brand portfolio strategy • Brand differentiation development • Process to develop the brand portfolio strategy in accordance with the identified brand strategy • Criteria to evaluate brand portfolio strategy • Risks associated with implementation of brand portfolio strategy 	<ul style="list-style-type: none"> • Develop an effective portfolio strategy • Develop brand and product lines role clarity across the portfolio based on deep consumer and category insights • Develop brand architecture • Evaluate brand portfolio strategy to determine feasibility of implementation in identified market and its impact on the organisation • Define and determine brand guidelines • Identify target market and define the market profile • Establish performance metrics to measure effectiveness of brand equity 			
2	Budgeting	<ul style="list-style-type: none"> • Types of financial milestones and performance indicators • Methods of identifying factors that may impact financial plans or budgets 	<ul style="list-style-type: none"> • Determine short- and long-term financial needs to assess current financial situations • Formulate financial plans aligned to overall organisational strategies 			

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		<ul style="list-style-type: none"> • Assumptions and parameters of financial forecasts • Means of communication of budget plans • Stakeholders to discuss and negotiate cost allocation and targets with • Significant issues pertaining to budgets 	<ul style="list-style-type: none"> • Allocate budget resources in accordance with organisational financial plans • Review financial forecasts to anticipate changes in business and operational circumstances • Review draft budgets in accordance with organisational guidelines • Monitor and evaluate actual expense figures against budget to identify and address variances • Report findings, recommendations and options to organisation management for review in accordance with organisational policies 			
3	Business Continuity Management	<ul style="list-style-type: none"> • Own role in development of business continuity plans • Own role in advising of organisation on business continuity management • Own role in assessment of effectiveness of business continuity management • Relevant stakeholders in 	<ul style="list-style-type: none"> • Develop business continuity plans (BCPs) aligned with business continuity strategies in consultation with relevant stakeholders • Consolidate, summarise and document BCPs for senior management review • Advise organisation on requirements for business continuity management in 			

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		<p>disruptive events</p> <ul style="list-style-type: none"> • Own role in leading post response/recovery phase activities • Impact of consequences of disruptive events 	<p>consultation with senior management</p> <ul style="list-style-type: none"> • Monitor and report on the effectiveness of business continuity management • Advise organisation and relevant stakeholders in the post response/recovery phase to minimise consequences 			
4	Business Environment Analysis	<ul style="list-style-type: none"> • Critical success factors of organisational and functional strategies • Scope of environment analysis • Market trends to prioritise key focus areas of the research efforts • Techniques to synthesise patterns and trends • Competition analysis frameworks • Industry, market and competitors' trends 	<ul style="list-style-type: none"> • Draw inferences of business landscape and environment to assess implications • Oversee competition analysis, as a part of business environment impact analysis to determine potential changes in organisational strategies • Formulate the research methodologies, outcomes and strategies to leverage local and global market trends, opportunities and threats in driving key business decisions and growth strategies • Monitor the research processes and results • Establish procedures and guidelines for conducting 			

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			business environment analysis			
5	Business Negotiation	<ul style="list-style-type: none"> • Negotiation strategies • Concept of dynamic negotiations • Principles of decision-making • Principles of emotional control 	<ul style="list-style-type: none"> • Devise negotiation processes • Lead and act decisively during negotiations • Apply key decision-making processes during negotiations • Maintain a positive atmosphere during difficult negotiations • Build a trusting environment during negotiations to demonstrate reliability 			
6	Business Networking	<ul style="list-style-type: none"> • Business environment • Types of networks • Opportunities to build networks • Legal, regulatory, ethical and socio-cultural constraints that may apply to stakeholder relationships 	<ul style="list-style-type: none"> • Evaluate interests and needs of stakeholder groups to understand the existing and potential relationships with the organisation • Guide interactions and programmes with stakeholder groups to support organisational strategies and objectives • Evaluate factors impacting organisation's relationships with stakeholder groups to determine how to enhance relationships 			

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7	Business Opportunities Development	<ul style="list-style-type: none"> • Business environments • Legal, regulatory, ethical and socio-cultural constraints • Organisational business skills related to business opportunities • Organisational business viability of business opportunities • Relevant stakeholders to consider when developing business opportunities 	<ul style="list-style-type: none"> • Identify and evaluate business opportunities locally and internationally to determine business viability • Capitalise on business opportunities to support achievement of organisational goals and organisational strategies • Review and refine business opportunities to prevent or mitigate business risks • Exercise organisational awareness to understand potential strategic business partners' organisations to develop business relationships and opportunities 			
8	Business Performance Management	<ul style="list-style-type: none"> • Organisation's vision, mission and values • Industry best practices in organisational performance systems • Emerging trends and regulatory standards of organisation performance management 	<ul style="list-style-type: none"> • Establish organisational guidelines for the adoption of performance systems, according to business objectives • Review organisation performance systems to ensure alignment with organisational vision, mission and values • Endorse key performance 			

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			<p>indicators for assessing organisational performance as per industry best practices and regulatory standards</p> <ul style="list-style-type: none"> • Review potential solutions for addressing of gaps found in business processes, to ensure alignment with organisation mission and objectives 			
9	Business Relationship Building	<ul style="list-style-type: none"> • Methods to identify strategic partners • Types of strategic business partners' and their issues of interest • Types of strategic value potential business partners may offer to the organisation • Types of agreements between organisation and strategic business partners • Legal, regulatory, ethical and socio-cultural considerations related to maintaining strategic business partner relationships • Global market trends 	<ul style="list-style-type: none"> • Identify strategic business partners who may contribute to organisational strategies and objectives • Identify appropriate contact persons in partner organisations for furtherance of relationship building and strategic negotiation • Evaluate interests and needs of strategic partners to understand the dynamics of their existing and potential relationships with the organisation • Evaluate factors within the organisation with impact on enhancing relationships with strategic partners • Establish and maintain 			

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		and opportunities	networks and relationships with strategic partners to support organisational strategies and objectives			
10	Communications Channel Management	<ul style="list-style-type: none"> • Brand management strategies • Marketing strategies and plans • Government legislation, regulations, policies, practices, procedures and guidelines in relation to brand and marketing communications • Trends and predictions of markets and consumer trends • Financial, costing and accounting issues relevant to communications management • Roles of communications within a project life cycle and branding • Communications media operation and interaction • Communications channel evaluation tools 	<ul style="list-style-type: none"> • Develop communications channel strategies • Identify target markets and define the market profiles • Devise communications channel framework and principles in line with brand and marketing activities • Analyse data pertaining to the level of spend on various communications channels • Define metrics for success and measure brand and marketing communication channels effectiveness 			

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		and methods					
11	Conflict Resolution	<ul style="list-style-type: none"> • Stages of conflicts • Causes of conflicts • Types of communication techniques • Conflict resolution techniques • Legal, regulatory, ethical and socio-cultural constraints related to conflict resolution • Elements of a framework to manage conflict, grievances and disputes • Range of actions to resolve conflicts, grievances and disputes • Measures of effectiveness of a framework to manage conflict, grievances and disputes 	<ul style="list-style-type: none"> • Develop a framework for managing conflict, grievances and disputes • Clarify factors and issues relevant to the conflicts • Identify alternative concrete solutions to resolve conflict • Evaluate conflict resolution approaches in accordance with organisational policies and procedures • Implement conflict resolution approaches to reach mutual agreed outcomes • Evaluate outcomes to determine learning points for future conflict situations • Review framework for managing conflict, grievances and disputes to maintain or enhance positive employee relations • Consult key stakeholders to obtain buy-in on the framework 				

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12	Consumer Intelligence Analysis	<ul style="list-style-type: none"> • Key facts and profiles of target customers • Commercial information pertaining to customer activities • Types of relevant information gathered from Customer Relationship Management (CRM), Point-of-Sale (POS) and e-commerce systems • Statistical modelling and data-mining techniques • Understanding of Customer Relationship Management (CRM), direct and/or database marketing • Customer identity management theory and techniques • Data privacy frameworks • Legislative requirements under the Personal Data Protection Act (PDPA) • Research standards of excellence and best practices 	<ul style="list-style-type: none"> • Design the research methodologies, outcomes and strategies to leverage the voice of the customer in driving key business decisions and growth strategies • Provide leadership, guidance and support in developing framework for data collection, assessing, understanding and integrating primary quantitative and qualitative customer data • Provide key consumer intelligence insights based on research outcomes • Ensure effective planning, execution, utilisation and budgeting of the research efforts 			
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13	Customer Acquisition Management	<ul style="list-style-type: none"> • Customer acquisition frameworks • Customer acquisition strategies • Importance of building customer relationships and increasing customer acquisition rate • Costs of customer acquisition programmes • Evolving technologies and/or technology platforms 	<ul style="list-style-type: none"> • Develop customer acquisition strategies • Devise customer acquisition management systems and models to acquire customers. • Identify target markets and define the market profiles • Guide operational plan development to support achievement of customer acquisition strategies • Set key performance indicators to evaluate customer acquisition management • Identify performance metrics to measure the effectiveness of customer acquisition management • Establish mechanisms to collate and report customer acquisition data 			
14	Customer Behaviour Analysis	<ul style="list-style-type: none"> • Key facts and profiles of target customers • Concepts of the customer purchasing journey • Cultural aspects of the target customers 	<ul style="list-style-type: none"> • Design the research methodologies, outcomes and strategies to leverage the voice of the customer in driving marketing activities • Provide leadership, guidance and support in developing 			

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		<ul style="list-style-type: none"> • Characteristics of the target customers' personas • Types of applied behaviour analysis • Variables that influence purchasing behaviour • Customer identity management theory and techniques • Research standards of excellence and best practices 	<p>frameworks for data collection, assessing, understanding and integrating primary quantitative and qualitative customer data</p> <ul style="list-style-type: none"> • Provide key consumer behaviour insights based on research outcomes • Ensure effective planning, execution, utilisation and budgeting of the research efforts 			
15	Customer Loyalty and Retention Strategy Formulation	<ul style="list-style-type: none"> • Methods to build customer loyalty and retention • Customer loyalty and retention framework • Commercial benefits of building customer relationships and loyalty • Aspects of consumer and privacy laws relevant to customer interactions 	<ul style="list-style-type: none"> • Provide feedback on areas for improvement to enhance effectiveness of organisational corporate governance management • Establish performance metrics to evaluate the effectiveness of customer acquisition and retention strategy formulation • Develop customer loyalty and retention strategies • Guide operational plan development to support achievement of customer loyalty and retention 			

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			<p>strategies</p> <ul style="list-style-type: none"> • Set key performance indicators to evaluate customer loyalty and retention management 			
16	E-commerce Campaign Management	<ul style="list-style-type: none"> • E-commerce strategies • Objectives of campaigns • Dimensions of e-Commerce campaign effectiveness • Campaign evaluation tools and methods 	<ul style="list-style-type: none"> • Establish campaign objectives • Establish performance targets aligned to e-Commerce and sales and marketing strategies and objectives • Select performance metrics and targets to measure effectiveness of e-commerce operational plans • Drive e-commerce campaign action plans and chain of activities aligned to e-commerce strategies • Evaluate performance of e-commerce operational plans in meeting e-commerce and sales objectives • Recommend improvements to e-commerce operational plans based on evaluation outcomes 			

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17	Emergency Response Management	<ul style="list-style-type: none"> • Principles of emergency response • Definitions of emergency and crisis • Emergency communication protocol • Individual roles and responsibilities for emergency response team (ERT) • Types of emergency situations • Emergency response decision making processes • Personal protective equipment (PPE) in emergency situations • Methods of minimising risk and/or danger to self and others 	<ul style="list-style-type: none"> • Respond to emergency as a response team member • Follow emergency response plans and procedures • Apply appropriate personal protective measures • Notify supervisory staff and support work area personnel during an emergency • Provide post-emergency support • Participate in emergency response exercises and drills 			
18	Food Product Marketing	<ul style="list-style-type: none"> • Marketing strategies • Dimensions of marketing campaign effectiveness • Campaign evaluation tools and methods • Types of performance metrics • Considerations in customising marketing 	<ul style="list-style-type: none"> • Establish campaign objectives • Establish target market profiles, customers profiles and/or personas • Establish performance targets aligned to brand, sales and marketing strategies and objectives 			

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		<p>campaigns for various countries and cultural customer bases</p>	<ul style="list-style-type: none"> • Select performance metrics and targets to measure effectiveness of marketing operational plans • Drive marketing campaign action plans and chain of activities aligned to marketing strategies • Evaluate performance effectiveness of marketing operational plans in meeting marketing objectives • Recommend improvements to marketing operational plans based on evaluation outcomes 			
19	International Marketing Programmes Management	<ul style="list-style-type: none"> • Marketing strategies • Objectives of international marketing programmes • Trends of international marketing programmes • Impact of social and cultural factors on international marketing efforts and approaches • Dimensions for measuring marketing programmes effectiveness • Implications of budgets 	<ul style="list-style-type: none"> • Plan schedule and resources according to international marketing programmes' requirements • Guide development of international marketing programmes mechanics • Monitor global market trends and developments to forecast international business opportunities • Identify viable international marketing opportunities to define international marketing 			

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		<p>on international marketing programmes</p> <ul style="list-style-type: none"> • Key performance indicators (KPI) for international marketing programmes implementation • Programme evaluation tools and methods 	<p>programmes objectives</p> <ul style="list-style-type: none"> • Develop detailed plans for international marketing programmes implementation • Oversee international marketing programmes to meet performance measures, KPI and legal and ethical requirements • Evaluate the effectiveness of international marketing programmes 			
20	<p>International Trade Legislation Legislation for Business</p>	<ul style="list-style-type: none"> • International commercial terms (INCOTERMS) management • Emerging trends in international trade management and food import/export • Foreign and multilateral trade laws • Internal control programmes including compliance manuals and job aids 	<ul style="list-style-type: none"> • Formulate compliance strategies with internal stakeholders to achieve acceptable levels of compliance rates • Formulate internal SOPs according to international trade legislations to facilitate compliance to government regulatory requirements and legislations • Formulate compliance review measures to enhance compliance rates to internal SOPs, government regulatory requirements and legislations • Liaise with external (customs 			

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			<p>and trade authorities) stakeholders to discuss and negotiate company specific trade or customs compliance issues</p> <p>Drive compliance and maintain trade licences to carry out trade in specific regions</p>			
21	Market Research	<ul style="list-style-type: none"> • Organisational research needs • Applications of research methodologies and sampling techniques • Types of market research relevant to business planning, including competitor analysis • Types of leading indicators to facilitate forecasting of demand, new opportunities, etc. • Objectives of business plans 	<ul style="list-style-type: none"> • Identify market research framework • Develop market research policies and procedures to guide market research plans • Guide teams in managing market research activities to meet market research plans objectives • Evaluate research findings and incorporate them into strategy development and business planning • Establish the sample sizes prior to designing the research framework • Set the budgets required to drive market research 			

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22	Marketing Communications Plan Development	<ul style="list-style-type: none"> • Purpose of a marketing communications plan • Purpose of setting objectives, goals and performance measurements • Types of marketing communications objectives • Types of measurable goals • Importance of formulating marketing communication strategies • Types of marketing communications tactics • Marketing communications budget and activity schedule 	<ul style="list-style-type: none"> • Define the scope of the marketing communications plans • Establish objectives, goals and performance measurements of marketing communications plans • Conduct situational analysis to assess the organisation’s internal and external outlook • Formulate marketing communications strategies to achieve the communications objectives identified • Drive the development of budget plans and activity schedule to facilitate the execution of the communications strategies 			
23	New Export Market Entry Strategy Formulation	<ul style="list-style-type: none"> • Organisational business plans and strategies • Strategies for protecting the organisation’s intellectual property in foreign countries, related to brands, trademarks, recipes and production processes • Organisational readiness 	<ul style="list-style-type: none"> • Establish research frameworks to evaluate direct and indirect competitors • Assess organisation’s potential and readiness for international business expansion and new market entry • Develop organisation-level strategies for new market 			

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		for international business expansion	entry opportunities			
24	Project Management	<ul style="list-style-type: none"> • Best practices in end-to-end project management • Current methodologies and tools in industry • Strategies for alignment of different projects • Project risk anticipation, mitigation and planning • Resource-management techniques • Project budget planning • Performance review processes for projects 	<ul style="list-style-type: none"> • Manage large, complex projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion • Scope and plan projects in accordance to organisation requirements • Identify project implications, and manage and coordinate project interdependencies with other projects or modules • Determine appropriate methodologies and tools, ensuring that they are fit-for-purpose • Develop a project-specific risk management plan • Develop a stakeholder engagement plan to secure the buy-in and support of critical stakeholders • Plan project budgets, and strategically control and allocate resources across 			

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			<p>multiple projects and modules</p> <ul style="list-style-type: none"> • Review progress and performance of individual projects and recommend actions for improvement 			
25	Risk Management	<ul style="list-style-type: none"> • Organisation's products, policies and processes • Organisational risk management policies • Methods of evaluating operational risk management process and controls • Internal and external risk events • Inherent risk and residual risk • Target risk of the organisation such as key risk indicators or metrics 	<ul style="list-style-type: none"> • Identify and define the boundaries of operational risks for the organisation • Implement the operational risk management policies and processes • Identify and assess key operational risks to the organisation • Guide departments to define and express operational risk appetite • Provide tools or mechanisms to manage risk • Evaluate and select appropriate risk response activities to manage operational risks across business units • Refine operational risk management processes for business units to achieve appropriate 			

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26	Social Media Marketing	<ul style="list-style-type: none"> • Key elements of an organisational social media plan • Organisational policy and procedures for social media use • Types of social media platform, tools and their operation • Rules and regulations and terms of use of specific social media platforms • Privacy legislation and confidentiality requirements • Copyright and intellectual property considerations • Characteristics of customer behaviour in relation to social media use 	<ul style="list-style-type: none"> • Establish performance targets aligned to brand and marketing strategies and objectives • Establish positive relationships with industry and social media colleagues such as influencers and bloggers • Set the budget requirements for the deployment of social media marketing activities • Evaluate various types of technology tools to assist in the management of social media platforms • Establish communications plan and guidelines • Keep up-to-date with the market and consumer trends that might impact the intended social media marketing objectives or messages 			
27	Stakeholder Management	<ul style="list-style-type: none"> • Principles and theories of stakeholder management • Inter-cultural factors in change management • Types of inter-cultural 	<ul style="list-style-type: none"> • Form strategic partnerships and relationships through engagements • Conduct stakeholder impact analyses to strategize appropriate engagement 			

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		<p>change management methods</p> <ul style="list-style-type: none"> • Types of influencing techniques • Stakeholder impact analysis techniques • Cost-benefit analysis • Objectives and costs of stakeholder acquisition and retention 	<p>approaches, priorities, and frequency</p> <ul style="list-style-type: none"> • Formulate proactive processes that allow for cultural sensitivity • Formulate optimal working relationships and communications plans to keep stakeholders constantly informed 			
28	Strategy Development	<ul style="list-style-type: none"> • Organisation's products, policies and processes • Organisation's vision, mission and values • Relevant legislative and regulatory requirements • Interpretation of market research reports • Types of gap analysis procedures • Methods of portfolio management • Operating model management • Strategic stakeholder management • Operational risk management 	<ul style="list-style-type: none"> • Develop strategies for a department within the manufacturing facility • Engage key senior stakeholders to endorse strategies • Develop internal processes to monitor and ensure compliance to organisational strategies • Refine strategies to align with the changing organisational vision, mission and values and local and international regulations 			

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		<ul style="list-style-type: none"> • Financial planning 				
29	Systems Thinking	<ul style="list-style-type: none"> • Business strategy and objectives • Market conditions • Emerging manufacturing trends and new technology • Forecasting tools and methodologies 	<ul style="list-style-type: none"> • Forecast the long-term business impact of proposed interventions and changes • Predict changes to processes and interdependencies overtime as a result of operational needs and market constraints • Leverage interdependencies to suggest tweaks to interventions and changes for greater impact and more controlled outcomes 			
30	Technical Presentation	<ul style="list-style-type: none"> • Liability constraints of addressing a public audience • Types of concerns and questions to expect from media outlets and at public events • Deflection techniques 	<ul style="list-style-type: none"> • Establish talking-points to be addressed at public events • Liaise with the Legal Department to determine the possible ramifications of certain topics • Predict questions which may arise from addressing a public audience to pre-emptively craft answers • Field unplanned questions from the audience and determine the risk associated with addressing certain topics 			

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			<ul style="list-style-type: none"> • Address or deflect the question based on the liability associated with the question 			
31	Workplace Safety and Health Performance Management	<ul style="list-style-type: none"> • Organisational policies and procedures relating to WSH • personal protective equipment (PPE) • Safety signs and symbols • Industry Codes of Practice and Singapore Standards • Rules and regulations • WSH regulations 	<ul style="list-style-type: none"> • Manage the day-to-day performance of WSH activities • Identify and manage workplace hazards • Manage compliance to workplace procedures for risk control measures • Oversee incident reporting in accordance with organisational procedures and legislative requirements • Propose improvements to organisational WSH procedures to enhance the organisation’s ability to comply with regulatory requirements • Communicate WSH procedures and risk control measures to the production team • Identify appropriate training for production team in accordance with organisational and regulatory requirements 			

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			<ul style="list-style-type: none">• Keep abreast of changes to WSH regulations and other regulatory requirements			
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Important Notes about this Document

**Please Note: this is a generic template and some of the data we propose may not be appropriate for your organization, region or country. This template could be adapted according to your specific needs.

This document is aimed to provide general information to enable individuals, employers and training providers to be acquainted on the skills for career, training and education purposes.



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