

**SKILLS FRAMEWORK FOR SOCIAL SERVICE
SKILLS MAP - DEPUTY DIRECTOR / SENIOR ASSISTANT DIRECTOR**

Sector	Social Service	
Track	Social Work	
Sub-track	Policies and Legislation	
Occupation	Policy Officer	
Job Role	Deputy Director / Senior Assistant Director	
Job Role Description	<p>The Deputy Director/Senior Assistant Director leads the organisation in formulating, developing, implementing and evaluating policies. He/She develops strategic planning frameworks for the department. He performs an authoritative role representing the ministry when conducting policy consultation initiatives. He oversees the consultation processes with relevant key stakeholders and the public when evaluating policies.</p> <p>A highly experienced staff who is insightful and possesses excellent team management skills, the Deputy Director/Senior Assistant Director works in schools, ministries and institutional settings.</p>	
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks
	Formulate policies	Leverage on different research and information sources to drive policy formulation
		Synthesise feedback from stakeholders to determine key outcome indicators of policies
		Direct environmental scans or sector research studies to identify service and policy gaps
		Develop strategic planning framework for the branch or department
		Commission environmental scans and research studies for the development of policy plans
	Develop policies	Review policies in relation to other policies, legislation and programmes
		Obtain policy acceptance with stakeholders crucial for policy implementation
		Represent the ministry in policy consultation initiatives
		Work with relevant legislative stakeholders to introduce new legislations or amendments
	Implement policies	Formulate change and implementation plans for policy implementation
		Facilitate engagement strategies with stakeholders involved in policy implementation
		Interface with other ministries and external stakeholders to communicate policy rationale and intent
		Define messaging and positioning for the ministry and agency for policy implementation
		Identify the allocation of resources required for policy implementation
Initiate community actions and community development programmes to advocate for capability-building		
Evaluate policies	Oversee consultation processes with partners, key stakeholders and the public	

	Propose policy feedback mechanisms for evaluation of policy and programme effectiveness			
	Drive analysis and review of current policies and services			
	Act on preliminary recommendations from policy feedback provided by stakeholders			
Skills & Competencies	Technical Skills & Competencies		Generic Skills & Competencies	
	Collaborative Practices Across Disciplines and Sectors	Level 5	Resource Management	Advanced
	Diversity Awareness and Management	Level 5	Leadership	Advanced
	Emergency Response and Crisis Management	Level 5	Decision Making	Advanced
	Ethics, Values and Legislation	Level 5	Transdisciplinary Thinking	Advanced
	Reflexive Practice	Level 5	Communication	Advanced
	Resilience and Self-Care	Level 5		
	Social Policy Development	Level 5		
	Social Policy Evaluation	Level 5		
	Social Policy Formulation	Level 5		
	Social Policy Implementation	Level 5		
	Social Sector Policy Influence	Level 5		
	Stakeholder Management	Level 5		
Trends Evaluation and Application	Level 5			
Programme Listing	For a list of Training Programmes available for the Social Service sector, please visit: www.skillsfuture.sg/skills-framework/social-service			