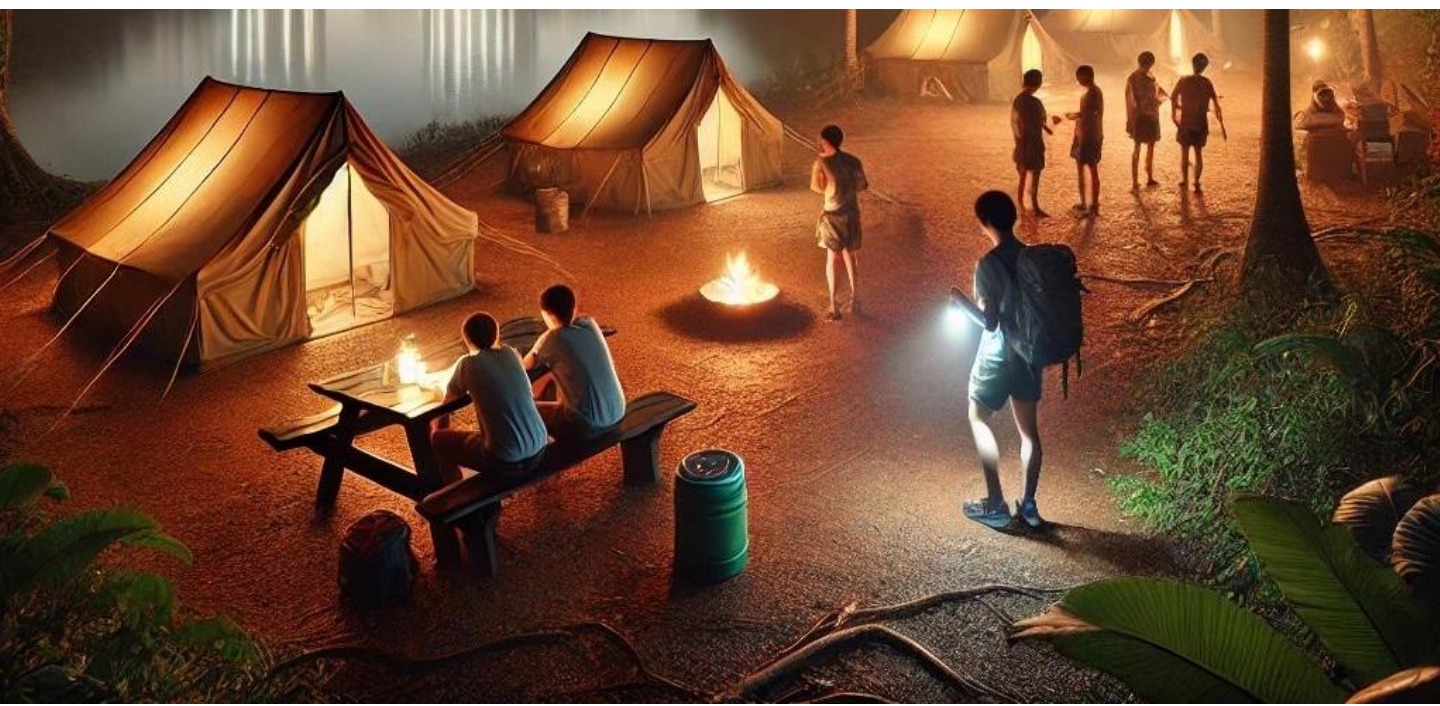




Competency Framework For Outdoor Adventure Education

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About the Competency Framework

This Competency Framework for Outdoor Adventure Education is an Outdoor Adventure Education (OAE) Council initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Developed together with employees, employers, industry association, education and training providers, this Competency Framework provides useful information on:



With this Competency Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.



Assess Career Interests



Prepare for Desired Jobs



Find Avenues to Close Skills Gaps



Renew, Upgrade and Deepen Skills

- Understand career pathways
- Recognise personal attributes required
- Understand skills and competencies required
- Identify relevant training programmes to equip oneself with the required skills and competencies
- Participate in on-the-job training opportunities provided by companies
- Plan for career development / transition
- Recognise skills and competencies required for the intended job role
- Identify training programmes to upgrade and deepen skills

"Your role as practitioners and curators of OAE camps is essential to our mission of fostering a rugged and resilient society. Thank you for your efforts in these national initiatives!" – OAE Council

OAE Landscape & Key Statistics

The OAE sector in Singapore comprises social, private and public sector organisations and centres providing outdoor learning programmes for participants aged between 7 and 65, with the majority being between 11 and 15 years. The demand for Outdoor Adventure Education is strong and is expected to grow, with...

145,000 +

**Estimated Students¹ Attending
OAE Camps Annually**

1) Estimated number of students consist of mandatory cohort camps (Primary 5, Secondary 1 and Secondary 3) and ad-hoc camps for other cohort levels

2) Figure includes both Educators in permanent and independent contractor roles

At Least 496

**OAE Educators²
Required Annually**

School Students

Upper Primary 47,000 +

Lower Secondary 48,000 +

Upper Secondary 50,000 +

30 +

**Activity and
Camp sites In
Singapore**

**As the sector evolves, new initiatives and events will be introduced for your participation.
Scan the QR Codes below to stay informed and receive the latest updates!**

**Singapore Standard
Code of Practice for
Outdoor Adventure
Education Activities
(SS 710:2024)**



**OAE Sector
Initiatives
and Events**



“Most importantly, we want to ensure that out-of-classroom learning experiences continue to thrive, but also provide a safe, enriching environment that continues to build a generation

of young people who are active, rugged and healthy...” - Opening Speech by Mr Edwin Tong,

Minister for Culture, Community and Youth & Second Minister for Law at the National Outdoor Education Conference 2022 on 22 September 2022

Snapshot of the Competency Framework – A Reader's Guide

Purpose of the Competency Framework

- Assist the OAE workforce in identifying the skills and competencies required to be a competent OAE professional

How the document will help

- Single point of reference into the skills and competencies required for each career track and job level
- Overview of the career pathways in the OAE sector
- Support in identifying workforce competencies and skills gap



Understanding how each section and page resonates with you as you navigate through the Competency Framework



Permanent Workforce



Independent Contractor



Employer

Step 1 – Refer to the Desired Attributes in the Sector ([Page 7](#))

Understand the attributes required to be an OAE Professional

Step 2 – Refer to OAE Competency Framework ([Pages 9 - 11](#))

Understand the universe of skills required in the sector

Step 3 – Refer to the OAE Job Role and Competencies ([Pages 28 - 30](#))

Understand the skills and competencies required based on your job role

Step 4 – Conduct a self assessment

Assess current skills against the job role and identify areas for improvement

Validate your assessment with your employers (recommended)

Step 5 – Identify courses to attend ([Pages 12 - 13](#))

Based on your self-assessment results, identify relevant courses to attend

Step 6 – Take your career further

Step 3 - Understand your role as an advocate of upskilling and how it will benefit both your company and the workforce

[Pages 14 - 15](#)

[Pages 16 - 18](#)

[Pages 19 - 24](#)

Emerging Trends

The OAE sector continues to grow and evolve as educators adapt to global trends and emerging priorities as illustrated below. Join the [OAE Mailing List](#) for the latest industry updates!



Experiential Learning in the Outdoors

- Increased importance and recognition of the benefits of attending OAE
- ✓ Sector Opportunity – New demand for courses for students in early childhood and non-MOE schools, and executives in organisations



Quality of OAE Services

- Rising expectations of the quality of OAE services offered and the learning outcomes achieved
- ✓ Sector Response - Implementation of OAE Competency Framework to professionalise the sector and standardise the quality of service



Risk Management and Safety of OAE Programmes

- Heightened expectation for improved risk management and safety processes
- ✓ Sector Response - Creation and implementation of Singapore Standard Code of Practice for Outdoor Adventure Education Activities



Inclusiveness of OAE Programmes

- Increasing need for inclusiveness in OAE programmes and catering to a wider variety of students
- ✓ Sector Opportunity – Inclusion of persons with special needs and persons with disability in OAE programmes.



Harnessing Technology

- Utilisation of technology to improve efficiency of operations, safety management and learning outcomes
- ✓ Sector Opportunity – investigate the use of technology to enhance operational efficiency, safety management and learning

Legend

- Drivers for change ✓ OAE Opportunities and Initiatives

Desired Attributes in the Sector



Permanent
Workforce



Independent
Contractor



Employer

A career in the OAE sector provides diverse opportunities to individuals seeking rewarding and enriching work experiences. Whether you are looking for a full-time career or opportunities on a part-time or temporary basis, you can play a crucial role in fostering personal growth, resilience, and independence among students or young adults, thereby creating memorable experiences that shape their futures.

The OAE educator role is no ordinary job. It is as demanding as it is rewarding. The sector welcomes you if you possess the following attributes.



Passion for Outdoor Education

Genuine enthusiasm and commitment to this way of learning that drives continuous improvement and inspires others.



Ethical Conduct

Adherence to moral and ethical principles that is crucial for maintaining trust and integrity amongst the OAE professionals, participants and clients.



Empathy

The ability to understand and share the feelings of others which fosters a supportive and inclusive environment for participants and colleagues.



Adaptability and Resilience

The ability to adjust to changing conditions and recover from setbacks that is vital for thriving in dynamic outdoor environments.



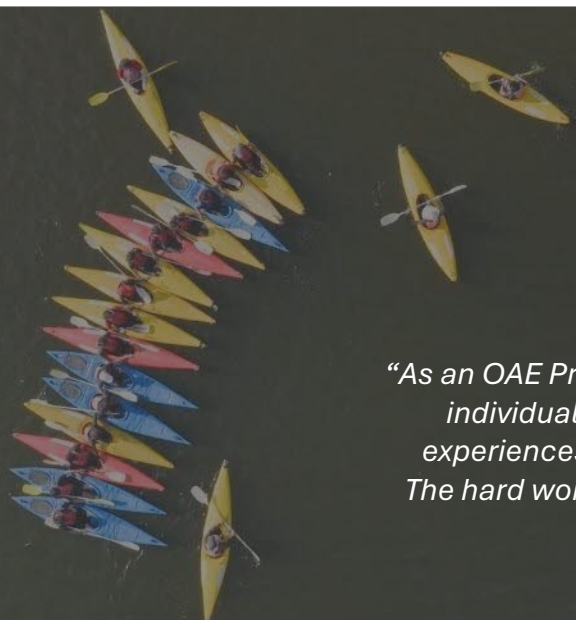
Accountability

Being answerable for fulfilling responsibilities and commitments which is essential for building trust and credibility.



Responsibility

Taking ownership of one's actions and decisions which ensures accountability and reliability in professional practice.



“As an OAE Professional, you are a special individual who facilitates safe outdoor experiences that prepare youths for life. The hard work and heart that you put in is greatly valued by all of us!”

– OAE Council

Skills in Demand



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Workforce



Independent
Contractor



Employer

As the sector transforms into a more holistic and professional field, you are encouraged to continuously acquire technical, interpersonal and managerial skills to remain competitive and to advance in your career.

Mastering areas such as Safety and Risk Management Skills, Leadership Skills, Teaching and Learning Skills, Specialist Skills and Critical Core Skills not only enhances your job performance but also opens doors to higher-level job roles within the OAE sector. Employers seek individuals who demonstrate adaptability, technical skills, and a commitment to lifelong learning.



Elements



Activity Skills



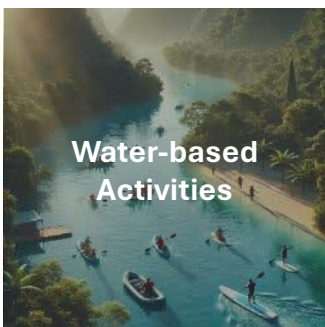
Height Activities

- Abseiling
- Challenge Ropes Courses (High) and (Low)
- Climbing



Land-based
Activities

- Experiential Learning Initiatives & Games (ELIG)
- Camping
- Hiking
- Land Navigation



Water-based
Activities

Watercraft paddling & rowing

- Canoes;
- Kayaks;
- Stand up paddleboards (SUPs);
- Rowboats;
- Dragon boats;
- Inflatable dinghies;
- Other similar watercrafts

Improvised Rafting

Skills in Demand

Permanent
WorkforceIndependent
Contractor

Employer

Here is a step-by-step guide for you to use the Competency Framework for your work



Step 1 – Understand the Competency Framework

Safety and Risk
Management Skills

Critical Core Skills

Leadership Skills

Specialist Skills

Teaching and Learning Skills

The Competency Framework is built upon these **five competency blocks** essential for OAE professionals



Step 2 – Identify specific skills within each competency block

Example of a competency block and its skills:

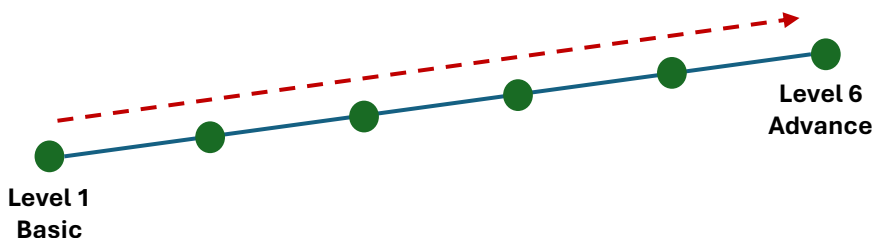
Teaching and Learning Skills enable individual to effectively design, deliver, and assess educational experiences. These skills ensure that learning is engaging, relevant, and impactful. Effective teaching and learning in OAE foster a deeper understanding, personal growth, and skill development in participants. Below are the identified teaching and learning skills in the OAE sector:

- ✓ Instruction & Facilitation
- ✓ Learner Development & Management
- ✓ Psychological Aid
- ✓ Curriculum and Instructional Design
- ✓ Pedagogy for Special Populations

Each competency block comprise specific skills that describe the ability and knowledge of OAE professionals needed to execute job related tasks



Step 3 – Acquire the right level of proficiencies as required



For each skill, these are the levels of mastery to be acquired by OAE professionals corresponding to the individual's job level and subject matter expertise

Skills in Demand



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Employer

The OAE Competency Framework outlines the professional standards of knowledge and competencies required of OAE professionals, to ensure our workforce is competent to conduct safe, effective and meaningful outdoor experiences for students and young adults. The framework is designed to be holistic and takes into consideration the essential skills for OAE professionals to manage risks, lead groups, and facilitate learning while promoting environmental stewardship and personal growth.



Proficiency in **Leadership**, **Teaching and Learning** and **Specialist** skill areas is defined by a progressive scale (levels 1 to 6) to reflect the higher level of accountability, autonomy and knowledge & abilities demanded at higher job levels.

Safety and Risk Management Skills and **Critical Core Skills** are categorised into Basic, Intermediate and Advanced stages, to reflect a clear and simple progression that aligns with practical application and the national SkillsFuture Framework for such skills.

*) For the detailed breakdown of the OAE Competency framework, please refer to page 11

Skills in Demand



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*Legend:

 Important to have

Safety and Risk Management Skills

involve the ability to identify, assess, and mitigate potential hazards in outdoor adventure activities.

Skills

- ✓ Operational Standards
- ✓ Safety and Risk Management
- ✓ First Aid
- ✓ Incident and Emergency Management

Critical Core Skills* are the fundamental competencies required for effective performance in outdoor adventure education.

Skills

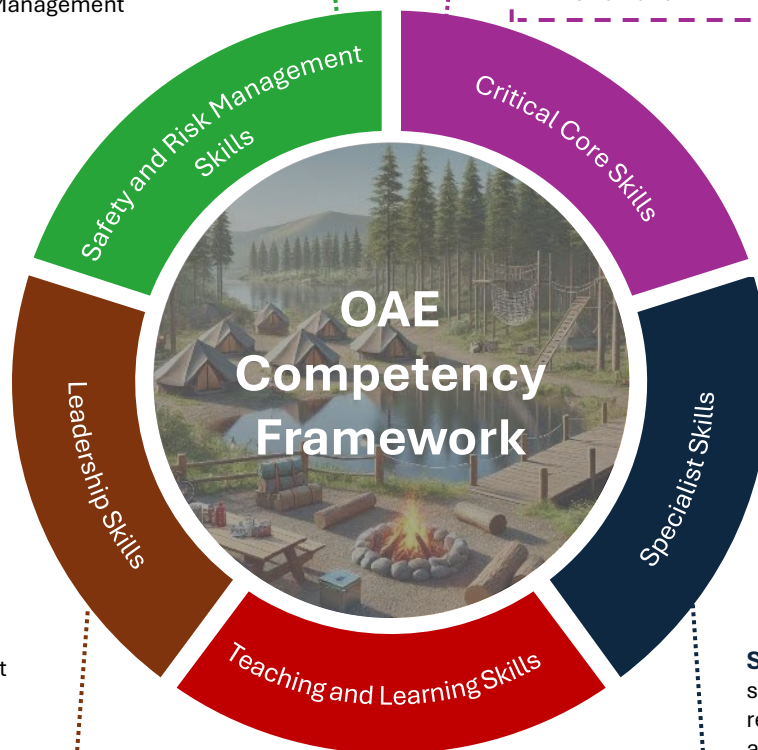
- ✓ Decision-Making
- ✓ Customer Orientation
- ✓ Problem Solving
- ✓ Developing People
- ✓ Self-Management
- ✓ Influence
- ✓ Collaboration
- ✓ Learning Agility
- ✓ Adaptability
- ✓ Communication

Leadership Skills

are attributes and skills that enable an individual to guide, motivate, and support others in achieving common goals.

Skills

- a. Strategic Leadership:
 - ✓ Mission Orientation
 - ✓ Strategic Planning
 - ✓ Capability Development
- b. Operational Leadership:
 - ✓ Outdoor Leadership
 - ✓ Training and Development
 - ✓ Environmental Leadership and Stewardship



Teaching and Learning Skills enable an individual to effectively design, deliver, and assess educational experiences.

Skills

- ✓ Instruction & Facilitation
- ✓ Learner Development & Management
- ✓ Psychological Aid
- ✓ Curriculum and Instructional Design
- ✓ Pedagogy for Special Populations

Specialist Skills are specific technical abilities required for outdoor activities.

Skills

- ✓ Activity Skills* (e.g., kayaking)

Professional Attributes:

- ✓ Passion for Outdoor Education
- ✓ Ethical Conduct
- ✓ Empathy
- ✓ Responsibility
- ✓ Accountability
- ✓ Adaptability and Resilience

Take Your Career Further – Available Opportunities and Support



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Employer

There are numerous support channels provided to you as you begin your upskilling journey. These include SkillsFuture credits (for all Singaporeans aged 25 and above) and structured programmes from Institutes of Higher Learning that will benefit new entrants into the OAE sector.



SkillsFuture

My SkillsFuture

A one-stop online portal that enables Singapore Citizens to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills.

SkillsFuture Credit

Credit of \$500 for all Singapore Citizens aged 25 and above to defray costs for a wide range of skills-related courses to encourage skills development and lifelong learning.

SkillsFuture Work-Study Programme

Offers work-study opportunities for Singaporeans to gain a head start in careers related to Outdoor Adventure Education [to be launched in late 2025]

SkillsFuture Mid-Career Enhanced Subsidy

Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SkillsFuture Singapore-supported courses and at least 90% of programme cost for Ministry of Education (MOE)-subsidised full-time and part-time courses.



Institutes of Higher Learning

Internships

Allow students from ITE and Polytechnic to deepen their skills and knowledge, and support their transition into the workplace.

Diploma in Outdoor Education (Full and Part Time)

Develop interdisciplinary skills and knowledge, acquire relevant OE certifications and gain meaningful work experience through a 20 to 36-week internship and work attachment.

Degree programmes with Outdoor Education electives

Develop relevant outdoor education knowledge while pursuing an academic degree in related fields like Sports, Early Childhood Education and Psychology.

Keep a look out on the [OAE Council website](#) for the latest course resources and join our [OAE Mailing List](#) for the latest industry updates!

Take Your Career Further – Available Opportunities and Support



Permanent
Workforce



Independent
Contractor



Employer



There are two types of training:

Programmes that equip new entrants with skills and knowledge for entry level jobs.

Programmes for experienced employees to broaden or deepen specific skills and knowledge for various career levels within the OAE sector.



Sources of training you can acquire throughout your career within the OAE sector:

On-the-job
training

SkillsFuture
accredited
courses

Republic
Polytechnic

Singapore
University of
Social
Sciences

Private Training
& Education
Providers

National Parks
Board

National
Sports
Associations

Outward
Bound
Singapore

Online
Learning –
LinkedIn
Learning,
Udemy,
Coursera

Other
Emerging
Providers



Permanent Workforce



Realise your Potential – Take the Next Steps Forward



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Workforce



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Employer

A full-time career in the OAE sector offers membership into a closeknit community of passionate professionals and an 'office' in the outdoors that is the envy of others. You may consider taking the following steps as you embark on an exciting journey ahead filled with adventure, growth and lifelong learning!



Permanent Workforce



New Entrants



Experienced Hires

Step 1: Use the OAE Competency Framework to find out about the different career tracks, job levels, skills and competencies and career pathways in the sector.



Step 2: Understand the career pathways, desired attributes, skills and competencies needed for a particular career track and job level.



Step 2: Plan for vertical career progression within the same career track that you are currently pursuing, or for lateral career moves across different career tracks.



Step 3: Based on the required skills and competencies, work with your employer to identify the trainings required to build your foundational knowledge within the OAE sector.



Step 3: Work with your employers to identify skill gaps in your current role or the next role within the OAE sector. Make sure to allocate time for coaching / mentoring sessions as part of continuous development.



Step 4: Register for training programmes



Independent Contractor



Realise your Potential – Take the Next Steps Forward



Permanent
Workforce



Independent
Contractor



Employer

The OAE sector offers numerous opportunities for individuals who are just starting out or who prefer a temporary or part-time work arrangement as Independent Contractors to build flexible and dynamic careers. Independent Contractors can gain hands-on experience, expand professional networks and continually develop expertise in your respective areas.



Flexible Work Opportunities

The OAE sector offers a wide range of flexible work opportunities, allowing you to balance your career with personal interests and other commitments. There are seasonal or contract-based roles, working with schools and organisations, in adventure camps or corporate training programmes.



Community and Network Support

The OAE sector strives to develop a passionate network involving yourselves as Independent Contractors, with the aim to make you feel welcomed and accepted as part of a broader OAE community. By fostering a supportive network and participation in community-building events, you will feel valued and appreciated for the contribution you have made to the OAE sector.



Upskilling and Training Opportunities

You have access to various upskilling and training opportunities to enhance competencies and career prospects. There are OAE-related courses offered by Institutes of Higher Learning and training & education providers which you can pursue. This encompasses areas such as leadership development, safety and risk management, facilitation skills and activity-based certifications to enhance personal skills proficiency.



Personal Growth and Professional Recognition

The OAE sector offers networking events and mentorship programmes to you as part of continuous professional development. By fostering an environment that values recognition and professional growth, the OAE sector aims to empower you to thrive, continuously learn, and contribute meaningfully to the OAE sector's vision of excellence.

Realise your Potential – Take the Next Steps Forward



Permanent
Workforce



Independent
Contractor



Employer

Now that you have some ideas of what a career in the OAE sector can offer as an Independent Contractor, you may consider taking the following steps as you embark on an exciting journey ahead filled with adventures, growth and lifelong learning!





Employer



Practical Guide to Workplace Learning



Permanent
Workforce



Independent
Contractor



Employer

The National Workplace Learning Framework, developed by Singapore’s National Centre of Excellence for Workplace Learning (NACE), is designed to help organisations cultivate a robust workplace learning ecosystem, aligning employee development with business objectives. The framework, comprising six components as indicated below, serves to educate employers on the desired actions to be taken for workplace learning to retain talent and grow competencies. (Source: NACE)



Six components of the National Workplace Learning Framework (Source: NACE)

Strategy	The organisation is aware of the competencies it needs to achieve its goals and be successful. The essential competencies for the organisation are identified and validated and measures are defined.
Leadership	The organisation establishes policies and practices that foster a learning-friendly culture. Leaders consistently communicate that learning is essential for the organisation’s growth and success in the medium and long-term. Promoting continuous learning at work is recognised as an essential leadership task.
Planning	The organisation organises workplace learning activities systematically and purposefully. It supports the growth and development of its employees, trainers and leaders. The quality of workplace learning is continuously improved to suit current and future business needs.
Training Needs Analysis	The organisation regularly conducts its own workplace training needs analysis. It has a good grasp of its overall manpower skills requirements and the job specific training and workplace learning solutions needed.
Environment	The organisation supports learning at work and creates opportunities for learning at work to happen for a diversity of employee profiles. A positive environment for workplace learning is evident and suitable approaches for workplace learning are used for diverse employees’ needs and profiles.
Implementation and Processes	The organisation implements workplace learning activities, in a systematic and deliberate manner, based on employees learning profile and skills needs. Appropriate learning delivery solutions are selected, and suitable instructional methods and job aids are used.

Benefits of Workplace Learning to Employers



Permanent
Workforce



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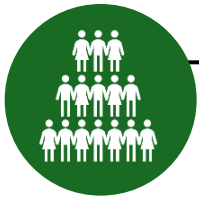
Employer

Upskilling does not only benefit the OAE workforce but also to you as the employer. Such benefits include:



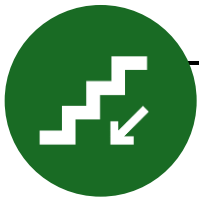
Enhanced Business Growth

Highly skilled workforce will lead to higher sales and improved customer retention



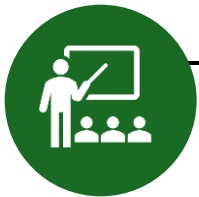
Improved Employee Experience and Engagement

Talents who see growth opportunities are more motivated and engaged, thus improving employee retention



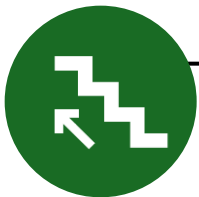
Reduced Skill Gaps

Upskilling ensures your workforce possesses the required skills and competencies to perform well in their respective job roles



Stronger Competitiveness

Skilled workforce helps companies adapt to evolving market demands in the OAE sector



Increased Productivity and Efficiency

Workforce can work more efficiently and effectively, thus leading to higher outputs and better quality of work



Stronger Employer Brand

Companies known for investing in the workforce attract top talent and improve employer branding in the market

“As an Outdoor Educator, your role is crucial in instilling strong values and equipping the youth with the resilience and confidence needed to navigate both personal challenges and the world around them.”

OAE Council

Role of the Employers – Advocacy for Upskilling

Permanent
WorkforceIndependent
Contractor

Employer

Employers play a vital role in developing and supporting the Permanent Workforce, ensuring that your talents are nurtured and performing to their maximum potential.



Attracting Permanent Hires

To attract talent to your organisation, employers should offer:

Clear career pathways aligned with a structured competency framework as part of development opportunities

Allows individuals to assess skills gaps and work toward mid to long-term professional development, mentorship programmes and certifications.

By investing in talent's growth, employers not only attract but also retain passionate OAE professionals who are well-equipped with the right attributes, skills and competencies as well as technical experience to drive your companies toward growth and excellence.



Steps

1

Understanding the OAE Competency Framework, including every skill impacting the different career tracks and job levels.

2

Update your company's Job Descriptions with the relevant skills for each job roles, with clear expectations on skills and proficiency levels.

3

Develop coaching and performance review processes to ensure employees are given feedback on their skills gaps and encourage an upskilling mindset.

4

Understand your company's training needs and establish a training plan for new entrants and experienced hires for upskilling purposes.

Role of the Employers – Advocacy for Upskilling

Permanent
WorkforceIndependent
Contractor

Employer

Employers play a vital role in developing and supporting Independent Contractors, ensuring that your talents are performing to their maximum potential.



Attracting Independent Contractors

Independent Contractors form a significant part of the OAE talents, therefore:

It is crucial to consider the recruitment and retention factors that will appeal to these individuals

These include flexibility, competitive hourly or man-day rates, professional growth from each seasonal contract or specialisation acquired from specific technical activities.

Employers are encouraged to think beyond transactional hiring; for example, to focus on outcomes such as quality of training and certification, or to provide third party liability coverage as a means of security and protection. Independent Contractors are also appreciative of clearly structured contracts and payment terms, which will streamline administrative processes and enhance the overall experience working with your company.



Steps

1

Understanding the Competency Framework, including every skill impacting the different career tracks and job levels.

2

Communicate with Independent Contractors about the expectations on Skills and Competencies for their specific job role and level.

3

Offer training funds and support to subsidise upskilling fees and to discuss an appropriate duration for Independent Contractors to complete these trainings and provide return on investment.

4

Discuss with Independent Contractors on how they can contribute through knowledge sharing with other employees, given the investment made by the company.

Benefits of Upskilling for Employees



Permanent
Workforce



Independent
Contractor



Employer

Your role as an Employer is also to communicate the **benefits** of upskilling and how it will help shape the individual's career aspirations and development pathways within the OAE sector.

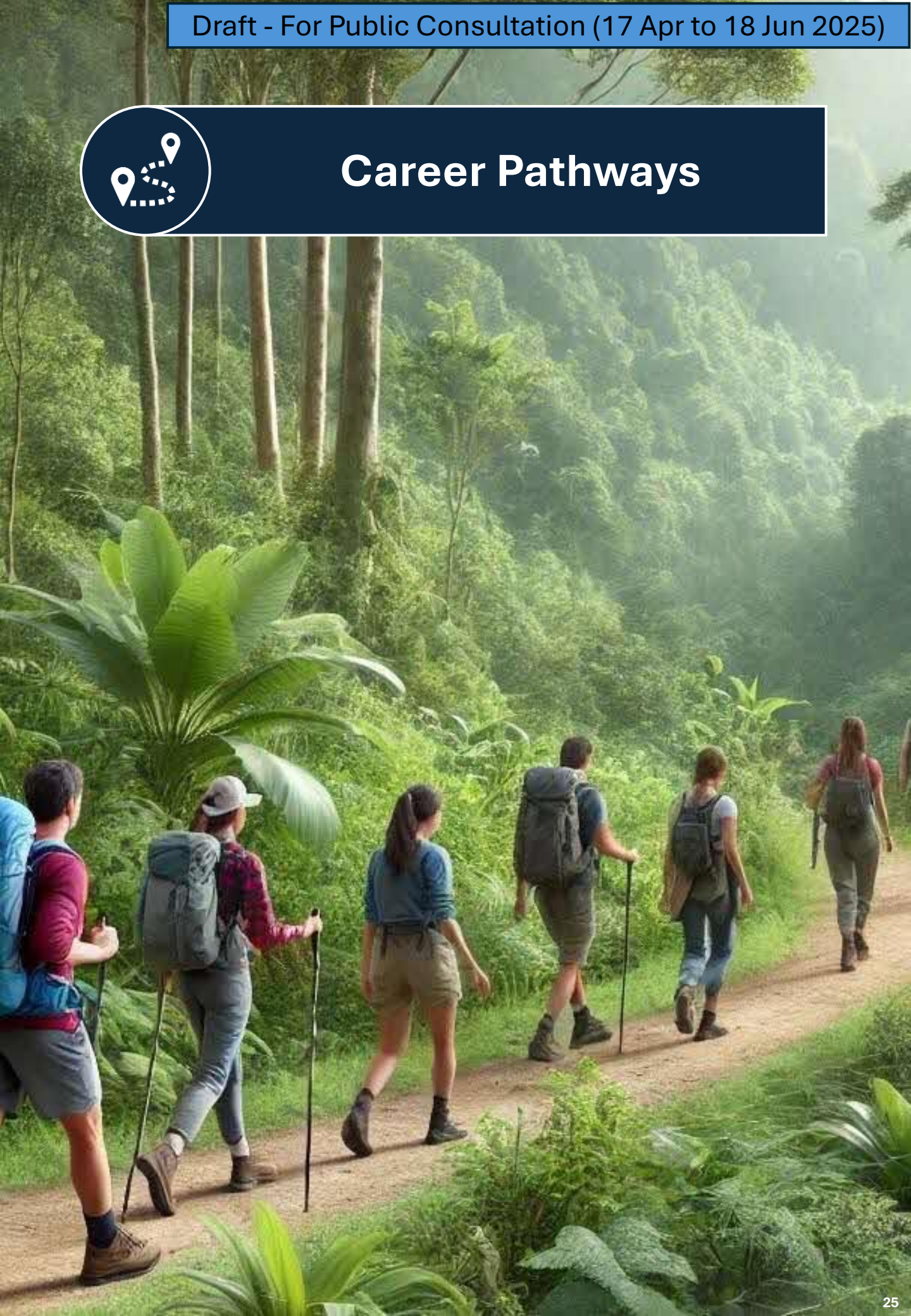


"OAE is instrumental to the holistic development of Singapore's youth and working adults. For it to be successful & effective, it takes every stakeholder in the OAE sector to play our part."

- OAE Council



Career Pathways

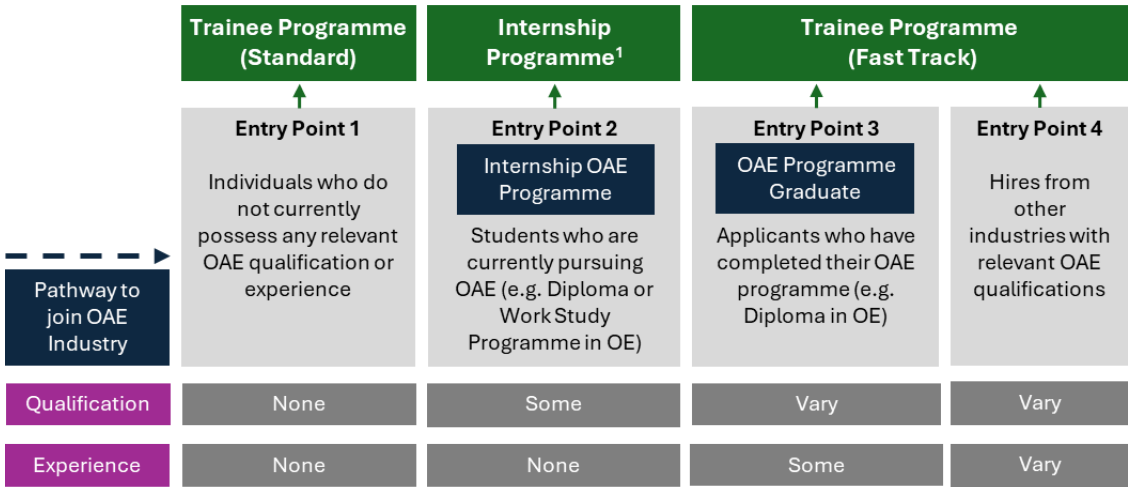


OAE Career Pathways



The OAE sector values a workforce with **diverse backgrounds** and recognises that while formal qualifications are important indicators of potential, they should be complemented by competency-based hiring practices. This approach encourages **inclusivity** by welcoming talents with varied educational backgrounds, whether you hold formal certifications or demonstrate essential skills and competencies through experience. By valuing both education and practical competencies, the OAE sector can benefit from a broader range of talents and perspectives.

There are multiple **entry points** for you to join the OAE sector⁴. Regardless of the pathways, new entrants are strongly encouraged to undergo training or internship programmes to gain first-hand knowledge and to acquire basic skills to facilitate group learning and manage participants in the outdoor environment.



Note:

1) Internship programme are suitable for students who are currently pursuing OAE education / qualification with Higher Learning Institutions.

2) Individuals and graduates from OAE programmes or other programmes with relevant OAE qualifications can join a fast-track trainee programme with a shortened training period. In the event the individual is unable to meet the fast track programme's assessment requirements, he/she should complete the standard training programme.

3) Individual qualifications and experience will be subjected to further assessment before being placed in the necessary training programme.

4) Employers in the sector may offer one or any combination of entry points.

“You play an integral part in developing our students into well-rounded individuals. Students carry with them the learning as well as the memories from their camping experience into adulthood. You are responsible for fostering students’ holistic development and encouraging a positive disposition towards outdoor adventure.”

– OAE Council

“Thank you OAE educators for playing an important role in the holistic development of our students. The OE experience cannot be replicated in the classroom and your unique set of skills is highly valued.”

- OAE Council

OAE Career Pathways



Permanent
Workforce



Independent
Contractor

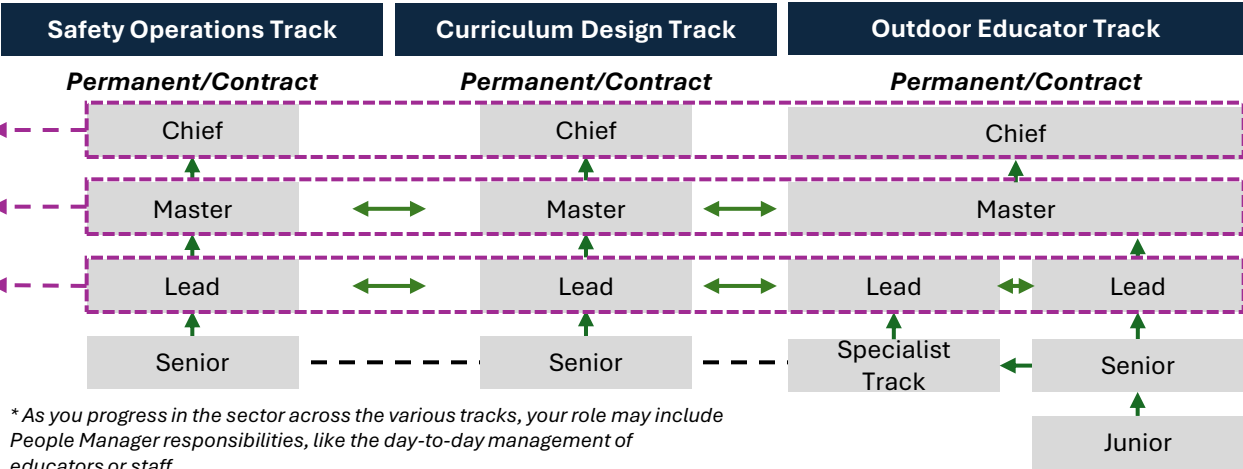


Employer

The career pathways within the OAE sector are based on a dynamic, inclusive, and effective career progression system. It offers flexibility and focuses heavily on competency-based progression. At the same time, it encourages continuous learning and development amongst OAE professionals. The long-term objective is to address the unique needs of organisations in the OAE sector, ensuring a versatile and skilled workforce to enhance the overall outdoor experience for students and young adults.



Career Tracks and Pathways within OAE Sector



Beginning as a Junior Educator, you can choose to build your OAE careers by being a permanent employee or an Independent Contractor who assumes part-time jobs in your specialised areas. Whilst each career level has its respective job roles and responsibilities, it is important to note that OAE professionals may assume additional responsibilities depending on business / external requirements and individual performance. This is typical of small organisations with a lean structure. This may also be the additional exposure given to individuals to acquire management skills when progressing into leadership roles.

Career Tracks and Job Roles Within



Permanent
Workforce



Independent
Contractor



Employer

To meet the demands of society, participants and clients, the OAE professional must continuously evolve. Gone are the days when our role is seen as an activity or camp instructor whose singular job purpose is to provide activities. The fact is, we are educators responsible for shaping the character of Singaporeans, educating and nurturing the future leaders of our country. As such, the OAE career tracks and job roles reflect the true depth and range of the skills, knowledge and experience needed to fulfil this responsibility.



Outdoor Educator

Facilitating youth development through safe and impactful programmes

Job Roles	Page
Junior Educator	29
Senior Educator	30
Lead Educator	31
Master Educator	32
Chief Educator	33



Outdoor Educator (Specialist)

Providing technical expertise and deep knowledge on areas of specialisation

Job Roles	Page
Specialist	34
Lead Specialist	35



Safety Operations

Ensuring the safe conduct of camp programmes for participants and staff

Job Roles	Page
Senior Safety Officer	36
Lead Safety Officer	37
Master Safety Officer	38
Chief Safety Officer	39



Curriculum Design

Designing, developing, and evaluating programme objectives and outcomes

Job Roles	Page
Senior Training Consultant	40
Lead Training Consultant	41
Master Training Consultant	42
Chief Training Consultant	43



People Manager

Performance management, professional development and career progression of the educators and staff

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People Manager	44

For more information on the descriptor for proficiency levels, please refer to pages 47 and 48 for Technical Competency Skills and pages 49 – 51 for Critical Core Skills

Junior Educator

JOB ROLE DESCRIPTION

The Junior Educator role involves supporting the delivery of safe outdoor programmes aimed at youth development. The Junior Educator will support OAE programmes ensuring participants achieve the course learning outcomes by working closely with experienced educators.

This role requires developing basic interpersonal and safety skills in outdoor settings and learning to translate outdoor experiences into meaningful life skills for participants. The Junior Educator will work under the direct supervision of the experienced educators in the field, performing tasks as assigned, contributing to the programme's success through safety management and professional conduct.

SKILLS & COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Leadership Skills

Outdoor Leadership Level 1

Environmental Leadership and Stewardship Level 1

Teaching and Learning Skills

Instruction & Facilitation Level 1

Learner Development & Management Level 1

Psychological Aid Level 1

Safety and Risk Management Skills

Operational Standards Basic

First Aid Basic

Safety and Risk Management Basic

Incident and Emergency Management Basic

CRITICAL CORE SKILLS

Decision-Making Basic

Customer Orientation Basic

Problem Solving Basic

Adaptability Basic

Communication Basic

Developing People Basic

Self-Management Basic

Influence Basic

Collaboration Basic

Learning Ability Basic

OTHER SKILLS & COMPETENCIES

SPECIALIST SKILLS

Activity Skills Level 2

TEACHING AND LEARNING SKILLS

Pedagogy for Special Populations Level 2

As a new OAE Educator just starting out in the sector, you may not necessarily possess all of the Junior Educator competencies listed in the table above. However, to be able to at least perform the role of a group facilitator, you should demonstrate Level 1 and Basic proficiencies in at least some of the competencies e.g., instruction and facilitation, safety & risk management and first aid.

Over time, through regular training, Junior Educators **SHOULD** attain **ALL** the skills and competencies described above in order to be competent in all aspects of conducting a course for a group of participants as a Junior Educator.



Under Construction – To be developed

Senior Educator – Chief Educator

Specialist – Lead Specialist

Senior Safety Officer – Chief Safety Officer

**Senior Training Consultant – Chief Training
Consultant**



Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Block	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Leadership Qualities (Strategic Leadership)	Mission Orientation	Champion and role-model the organisation’s service vision, mission and values.			•	•	•	
	Strategic Planning	Articulate clear, inspiring organisational goals, plans and priorities, as well as display behavioural characteristics within the workplace in accordance with organisational values.			•	•	•	
	Capabilities Development	Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities within the organisation, encompassing broader aspects such as competency development, systems and processes, business development, and HR policies.			•	•	•	
Leadership Qualities (Operational Leadership)	Outdoor Leadership	Effectively lead and manage outdoor activities and expeditions to ensure the safety, engagement, and learning of participants while navigating and managing the dynamics of outdoor environments.	•	•	•	•	•	•
	Training and Development	Provide training and coaching sessions to equip the workforce with the necessary skills to operate effective outdoor activities, while also developing their ability to motivate and inspire participants to thrive in the outdoor environment.		•	•	•	•	
	Environmental Leadership and Stewardship	Equip outdoor educators with the necessary skills to operate in and educate about the natural environment and the outdoors, while also possessing the ability to motivate and inspire both their participants and colleagues to appreciate and protect the outdoor environment.	•	•	•	•	•	

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Block	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Teaching and Learning	Psychological Aid	Understand participants’ emotional responses to challenging situation such as fear, anxiety, frustration and able to provide necessary comfort and support to ensure psychological safety and reduce the risk of traumatising.	•	•	•	•	•	•
	Instruction & Facilitation	Effectively lead outdoor adventure activities and educational programmes to ensure the programme objectives are met, activities are conducted smoothly, and participants are engaged and learning throughout the experience.	•	•	•	•	•	•
	Learner Development & Management	Apply the understanding of the development stages of youths in the context of youth work to develop strategies and approaches to manage individual and group behaviour, and to safeguard and promote the best interests of youths.	•	•	•	•	•	•
	Curriculum and Instructional Design	Develop and design educational outdoor activities and programmes that are engaging, educational, and aligned with outdoor learning objectives, while allowing group educators the flexibility to adjust activities on-the-go to suit participants.		•	•	•	•	•
	Pedagogy for Special Populations	The ability to adapt teaching methods and activity plans to accommodate the diverse physical, cognitive, and emotional needs of participants with special needs, ensuring an inclusive and supportive learning environment.		•	•	•	•	
Specialist	Activity Skills	Conduct and manage height activities (e.g., climbing), low elements (e.g., team building), land-based activities (e.g. hiking) and water-based elements (e.g., kayaking). Have knowledge of the equipment, environment, risks and mitigation, techniques and instruction needed to lead or conduct an activity safely for participants. At higher levels, design complex programmes and train others.		•	•	•	•	

Overview of Technical Skills and Competencies

General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibilities (Degree of Supervision and accountability)	Autonomy (Degree of Decision- Making)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant areas of work, strategy, or overall direction.	Empowered to chart direction and practices within and outside of work (including professional field/ community), to achieve/ exceed work results	<ul style="list-style-type: none"> • Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice. • Demonstrate exemplary ability to innovate, and formulate ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others.	Provide leadership to achieve desired work results. Manage resources, set milestones and drive work	<ul style="list-style-type: none"> • Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles. • Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work. • Manage and drive complex work activities
4	Work under broad direction. Hold accountability for the performance of self and others.	Exercise judgment; Adapt and influence to achieve work performance	<ul style="list-style-type: none"> • Evaluate and develop factual and conceptual knowledge within a field of work. • Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems. • Manage work activities which may be unpredictable. • Facilitate the implementation of innovation.
3	Work under broad direction. May hold some accountability for the performance of others, in addition to self.	Use discretion in identifying and responding to issues. Work with others and contribute to work performance	<ul style="list-style-type: none"> • Apply relevant procedural and conceptual knowledge, and skills to perform differentiated work activities and manage changes. • Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision. Accountable for a broader set of tasks assigned.	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance.	<ul style="list-style-type: none"> • Understand and apply factual and procedural knowledge in a field of work. • Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools. • Present ideas and improve work
1	Work under direct supervision. Accountable for tasks assigned.	Minimal discretion required. Expected to seek guidance.	<ul style="list-style-type: none"> • Recall factual and procedural knowledge. • Apply basic skills to carry out defined tasks. • Identify opportunities for minor adjustments to work tasks

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Block	TSC Title	TSC Description	Proficiency Levels		
			Basic	Intermediate	Advance
Safety and Risk Management	Operational Standards	Understand and adopt best practices and standards based on outdoor regulatory requirements and safety and risk management protocols.	•	•	•
	Safety and Risk Management	Ability to identify, assess, and mitigate potential risks in outdoor activities to ensure a safe learning environment. A proficient outdoor leader implements and oversees safety protocols, ensuring that all activities comply with safety standards and that all possible hazards are evaluated and addressed to prevent accidents and incidents.	•	•	•
	First Aid	Respond quickly and effectively to injuries or medical emergencies by applying aid such as CPR, wound care, and stabilising conditions through bandages and wound dressings.	•		
	Incident and Emergency Management	Ability to handle emergencies and unexpected situations effectively. A proficient incident manager ensures that appropriate responses are in place to manage and mitigate the impact of emergencies in outdoor settings.	•	•	•

Proficiency Descriptors		
Basic	Intermediate	Advance
<ul style="list-style-type: none">Understand fundamental safety and risk management principles and regulationsReports safety concerns and incidents to the appropriate personnelHandles common medical emergencies and assists to stabilise injured individuals until professional help is providedAble to activate incident and emergency services and provide basic comfort	<ul style="list-style-type: none">Conducts risk assessments and identifies potential hazards independentlyImplements safety controls and ensures compliance with safety protocolsInvestigates minor incidents and recommends corrective actions	<ul style="list-style-type: none">Advises team member on safety and risk management procedures and frameworksEnsures team members adhere to industry standards for safety and risk assessmentLeads incident investigation, root cause analysis and corrective / preventive actions

Overview of Critical Core Skills

Critical Core Skills (CCS)

CCS Category	CCS	CCS Description	Proficiency Levels		
			Basic	Intermediate	Advance
Interacting with others	Customer Orientation	Identify the needs of customers, both internal and external, to deliver an effective customer experience.	Demonstrate an understanding of customer needs or objectives to response in a way which delivers an effective customer experience	Build relationships with customers to anticipate needs and solicit feedback to improve the customer experience	Foster the creation of an effective customer experience
	Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate with others to share information, respond to general inquiries and obtain specific information	Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information	Synthesise information and inputs to communicate an overarching storyline to multiple stakeholders
	Developing People	Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Create individual career and development plans, and support co-workers in performing their work activities	Develop and coach team members to identify and leverage their strengths to enhance performance	Foster a conclusive environment to enable employees' professional and personal development, in alignment with the organisation's objectives and goals
	Influence	Influence behaviours, beliefs or attitudes to achieve desired outcomes and solutions.	Demonstrate empathy to understand the feelings and actions of others and communicate in ways that limit misunderstanding and influence others on operational issues	Develop relationships with stakeholder to build confidence alignment and communicate desired purpose, goals or objectives	Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance
	Collaboration	Manage relationships and work collaboratively and effectively with others to achieve goal.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals	Build relationships and work effectively with internal and external stakeholders to create synergies in working towards shared goals	Establish team effectiveness and manage partnerships to create a cooperative working environment which enables the achievement of goals



Overview of Critical Core Skills

Critical Core Skills (CCS)

CCS Category	CCS	CCS Description	Proficiency Levels		
			Basic	Intermediate	Advance
Staying Relevant	Adaptability	Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts.	Modify behaviours and approaches to respond to changes and evolving contexts	Manage change in evolving contexts	Fosters a culture of flexibility that caters to changes and evolving contexts
	Self-Management	Take ownership of managing one's personal effectiveness, personal brand and holistic physical, mental, emotional and social well-being.	Exercise self-awareness by monitoring own behaviours and ways of working in personal and professional capacities, and implement techniques for improvement	Analyse own well-being and personal effectiveness to develop strategies to regulate self and build personal brand	Evaluate strategies to manage own well-being, personal effectiveness and personal brand
	Learning Agility	Deploy different learning approaches which enable continuous learning across different contexts to drive self-development and the achievement of long-term career goals.	Identify opportunities and targets for learning to facilitate continuous career development	Deploy various learning approaches in different settings to maximise opportunities for learning and self-reflection and measure their impact on the achievement of career goals	Establish an organisational culture of continuous learning to encourage the adoption of new learning approaches and identification of new learning opportunities
Thinking Critically	Decision-Making	Choose a course of action from several alternatives developed through a structured process to achieve intended goals.	Follow processes to make decisions which achieve intended goals using given information and guidelines	Implement structured decision-making processes and analyse multiple sources of information to propose solutions	Define decision-making criteria, processes and strategies and evaluate their effectiveness
	Problem-Solving	Generate effective and efficient solutions to solve problems and capitalise on new opportunities.	Identify problems and implement guidelines and procedures to solve problems and test solutions	Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions	Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organisation

Other Focus Areas

While OAE is highly dependent on human-to-human interaction, the advance of technology presents opportunities for enhancing safety, student engagement, operational efficiency and inclusivity. Below are a sample of potential applications and adaptations. Logistics and administration tasks, like manpower scheduling, and risk management systems can benefit from digitalisation and data analytics, while specialised adaptive and assistive technologies empower participants with special needs. Collectively, these technologies facilitate organisational efficiency while providing more accessible outdoor learning experiences.

	 Technology Used		 Potential Job Impact/Outcome
Infrastructure	GPS Devices	VR Training Simulations	<ul style="list-style-type: none"> Realistic emergency preparedness Improved training programmes Weather prediction
		Weather Apps	
Safety Supervision		Satellite Messenger	
		Smart Watches	<ul style="list-style-type: none"> Improved safety Route planning Faster emergency response
Student Experience		StoryMaps	
		Drones	
		Geocaching Apps	<ul style="list-style-type: none"> Enhanced learning Increased student interest and engagement
Logistics Management	Asset Management Software		<ul style="list-style-type: none"> Tracking of gear and maintenance schedule
Administration	Cloud Storage	Expense Tracking Apps	<ul style="list-style-type: none"> Real-time collaboration Organise shifts and responsibilities Streamline reporting Manage incident reports, inspection and audits
	Employee Scheduling Software	Risk Management Systems	
Special Needs and Persons with Disability	Assistive technologies - communication devices	GPS devices and Environmental Sensors	<ul style="list-style-type: none"> Increased participation More engaged and independent Reduced frustration and anxiety Reduced sensory overload Increase accessibility Improved safety
	Adaptive devices and digital tools	Assistive robots	

Wage Information – Full-Time Employees*

To attract, recruit and retain the workforce to support the growth of the sector, employee remuneration and benefits should improve in tandem with the demands of the job and other economic factors.

Four key factors were considered in determining the minimum salary requirements for the sector – competitiveness of parallel industries, landscape of the Singapore labour force, competency-linked wage progression, and a fair and justifiable wage system that supports uplifting the overall quality of educators.

A gradual increase over five years, with a 4% wage growth annually, is recommended to allow time for adoption of the Competency Framework and to mitigate immediate financial impact on providers.

Minimum Annual Gross Salary					
Job Role / Year	2025	2026	2027	2028	2029
Management / People Manager	<i>Left to Market Forces</i>				
Chief Educator					
Master Educator					
Lead Educator					
Specialist	S\$ 45,900	S\$ 47,736	S\$ 49,645	S\$ 51,631	S\$ 53, 697
Senior Educator	S\$ 42,500	S\$ 44, 200	S\$ 45,968	S\$ 47,807	S\$ 49,719
Junior Educator	S\$ 34,000	S\$35, 360	S\$ 36,774	S\$ 38,245	S\$ 39, 775

In addition, the added benefits of being a full-time Educator may include:

Leave Benefits – e.g., off-in-lieu for overnight camps	Insurance Coverage – minimally Personal and Work Injury	
Medical Benefits	CPF Contribution	Work-related Claims

Note:

1) Wage Information for OAE job roles is based on a 2024 salary survey by a third-party Professional Services firm commissioned by the OAE Council. It shall only be treated as a guideline to potentially meet the minimum salary requirements proposed by the end of the five-year transition period in 2029, Ultimately, determination of quantum of salary increment remains at the discretion of each operator.

2) Actual wages may differ due to market and economic conditions, company/organisation policies and the individual’s competency alignment with job requirements.

Wage Information – Independent Contractors

We encourage you to consider the eventual transition into permanent roles as full-time OAE educators as it provides you with stability and progression, and added benefits such as CPF contribution, medical benefits and more.

Meanwhile, Independent Contractors continue to form an important part of the OAE workforce. You add valuable support and expertise to the OAE providers, without which programmes and activities cannot be conducted.

The following rates were calculated using the same four key factors used for full-time employees, with the same 4% annual wage growth over 5 years.

Minimum 3D2N Camp Rate

Job Role / Year	2025	2026	2027	2028	2029
Senior Educator	S\$ 664	S\$ 691	S\$ 718	S\$ 747	S\$ 777
Junior Educator	S\$ 531	S\$ 553	S\$ 575	S\$ 598	S\$ 621

Minimum Rate Per Activity Per Session (approx. 4 hours)

Job Role / Year	2025	2026	2027	2028	2029
Specialist	S\$ 143	S\$ 149	S\$ 155	S\$ 161	S\$ 167

In addition, you and/or the provider you work for are encouraged to undertake the following:

Medical Coverage	Insurance Coverage – minimally Personal and Work Injury	Professional Indemnity
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Note:

1) Wage Information for OAE job roles is based on a 2024 salary survey by a third-party Professional Services firm commissioned by the OAE Council. It shall only be treated as a guideline to potentially meet the minimum salary requirements proposed by the end of the five-year transition period in 2029. Ultimately, determination of quantum of salary increment remains at the discretion of each operator.

2) Actual wages may differ due to market and economic conditions, company/organisation policies and the individual's competency alignment with job requirements.

3) Minimum Rates are rounded down to the nearest whole number.

4) An activity session typically lasts 4 hours. For a 3 day 2 night camp programme, a Specialist may conduct up to 5 activity sessions (with more than 1 activity session per day) depending on scheduling and programme design.

Competency Framework For Outdoor Adventure Education

