



Federal Ministry of Health  
National Medical Supplies Fund  
Sudan

## III. COMPETENCY FRAMEWORK

Human Resources for Supply Chain Management

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# Human Resources for Supply Chain Management

A collaboration between

National Medical Supplies Fund (NMSF), Sudan

and

The People that Deliver (PtD) Initiative

Documents in this series:

- I. Training Strategy 2017-2021
- II Annual Training Plan
- III. Competency Framework
- IV. Job Descriptions

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# 1 Introduction

## 1.1 Purpose

This competency framework sets out the technical, managerial, organizational and personal skills that staff at headquarters and state level within NMSF are expected to have and the professional competency profile for every post in the organization. It complements the People that Deliver (PtD) Health Supply Chain Competency Framework for Managers and Leaders and ensures that each activity can be undertaken to a required level depending on the post.

## 1.2 What are Competencies?

Competencies are the abilities that people possess in order to do their jobs or to fulfil their functions and requires knowledge, but the focus is on what people are able to do. They also include qualities, skills, attributes and traits that help people to be successful. Competencies go beyond the traditional focus on academic qualifications, technical skills and experience, providing a framework for assessing and developing deeper-seated personal skills. Competencies are also capable of being developed in people rather than being fixed and immovable.

## 1.3 Competency Framework Uses

### 1.3.1 Job Descriptions

The competency framework is intended to help align roles with supply chain requirements. It can be used to identify skill and knowledge requirements for different roles, at different levels of seniority. For example, a role may require the individual to have Foundational knowledge of some topics and to be Intermediate at Advanced level in others. It is not expected that any one role requires an individual to have the same level of expertise in every skill area, or that every role will involve all the skill areas included in the framework. The skills and associated skill levels defined in each job description should reflect the requirement of the job and not the skills and experience of the current jobholder.

### 1.3.2 Training and Career Development

The competency framework can also be used as a source document for the development of career pathways for those entering the organization. It will inform an individual's ongoing performance and will enable staff to plan their future development by identifying what skills and knowledge they need to acquire to progress in their careers. Jobholders should be assessed against the agreed skills requirement and competencies for the role they have, and for their next career move, and any gaps in skills or experience identified. The jobholder and their line manager can then draw up a learning and development plan to help them to address those gaps.

### 1.3.3 Organizational Development and Recruitment

The competency framework will assist managers who are building or restructuring their functions. When a new job, team or function is created to fulfil a defined purpose, this tool can be used to identify and articulate the new skills requirement, which can then be used as part of the recruitment and selection process.

## 1.4 Terminology and Definitions

**Domains** are the high-level groups such as technical, managerial and organizational and personal within this competency framework.

**Sub Domains** are clusters of competency areas within this competency framework.

1. The following have been adopted from the PtD framework: Selection and Quantification, Procurement and Storage and Distribution.
2. Five additional domain areas were identified which are specific to NMSF's business model: Customer Care; Order Processing; Programme Coordination; Compliance Monitoring and Supervision; Medical Devices, Testing, Installation and Maintenance.
3. The Professional/Personal and Resource Management domain was amended to provide greater definition and now reflects two new domains: Managerial; Organizational and Personal.

**Competency Areas** describes the overarching skills that an individual is expected to display in a specific area, e.g. within the procurement sub domain 9 competency areas have been identified.

## 1.5 Competency Levels and Indicators

Due to the differing development needs of employees across the organization, it is appropriate to use a competency framework that has various levels within each competency areas. Therefore, each competency has been broken down to levels and gives an illustration of what the competency might look like.

This is done because it is not as simple as either having or not having a competency - different jobs will require different levels of complexity of the same behaviour. i.e. Under the selection and quantification domain an individual could operate at foundational level in "select the appropriate product/commodity" and at intermediate level in "forecast and quantify product needs" depending on the job role and responsibilities. There are 4 levels within this framework:

- [1] Basic - have a basic awareness or understanding of the activity and is limited to administrative or supporting activity.
- [2] Foundational - have a general understanding of the activity and demonstrates that an individual is able to understand key issues and their implications. Demonstrates behaviours and outcomes at the minimal level for the professional area
- [3] Intermediate - have a broad understanding of the activity and displays competencies which are further developed and requires the demonstration of enhanced skills and behaviours.
- [4] Advanced - have an in-depth understanding of the activity and can define requirements and output. This level requires the demonstration of skills and behaviours which are more developed and strategic.

Detailed indicators or descriptions of the competency required for each level is provided for each competency area. These competencies are cumulative, with each level building on the previous one. This means that if Intermediate is identified as the appropriate level for a job role, it is necessary to have learnt and demonstrated the behaviours and skills at Basic and Foundational level.

## 2 Methodology

### 2.1 Principles

The following principles underpinned the development of the competency framework:

- A cross-functional team made up of Directors and Managers were interviewed and consulted in the development of this framework.
- Data collection, detailed analysis and assessment were foundational to assure the quality of the competency framework.
- Care was taken to link the competencies with NMSF's strategy, values and culture.

### 2.2 Establish Project Scope

The project scope was defined and it was agreed that all supply chain functions and job levels of staff from Director to Worker would be addressed by the competency framework.

### 2.3 Job Definition

Defining the overall purpose and function for each job was critical to developing the competency framework and enabled the delineation of the competencies resulting in distinct competency levels.

### 2.4 Draft Competency Development

Using the PtD Health Supply Chain Competency Framework provided a tool that enabled the organization to build on and incorporate NMSF priorities, strategically important initiatives and cultural norms. These draft competencies enabled additional research and data collection, serving as the basis for interviews and site visits.

### 2.5 Data Collection

The data collection "sample" was developed of individuals to be interviewed and consulted in the process of identifying job functions and competencies. In-depth interviews were held with senior management, heads of departments and section heads and other carefully chosen staff in warehousing, inventory planning and finance.

Visits to the River Nile and Red Sea branch offices and several health and medical facilities enabled the observation of staff in their interfaces with pharmaceutical personnel. As such during the data collection process it was possible to identify the specific qualities, skills and knowledge required of specific roles and functions and that contribute to organizational performance.

A large part of the project timeline was dedicated to data collection and using the PtD framework as a guide it was possible to adapt and add organizational specific competencies from insights gained during the data collection phase.

## 2.6 Data Analysis and Validation

Interview findings and other data collected was used to develop a list of descriptive jobs behaviours associated with specific circumstances considered relevant to job performance. These reflect the skills, knowledge, attributes and traits that contribute to performance.

A long list of competency areas was documented and presented to a focus group comprised of Directors and Managers for evaluation and validation. The list was shortened to the competencies considered most essential given NMSF's parastatal status and revenue focus.

## 2.7 Competency Levels and Indicators

Having agreed upon the essential competencies areas it was possible to develop descriptions for each competency area highlighting the level of proficiency required ranging from basic to advanced. This distinction will assist the organization in identifying career progression paths for functional areas.

## 2.8 Finalize competencies

A finalized list of competencies reflects the result of the data collection and validation processes.

### 3 Competency Framework Structure

The framework is made up of 3 high level domains: technical, managerial and organizational and personal, 10 sub domains and 34 competency areas.

#### 3.1 Technical Domain

Definition: The profession or functional competencies that are required by a worker to be able to ensure the system works effectively.

The domain contains 8 sub domains and 22 competency areas as described below.

Sub Domains	Definition	Competency Areas
<b>Selection &amp; Quantification</b>	The competencies that are required by a worker to be able to select and quantify the correct supplies for their work situation (e.g. their country, the needs and capacity of their facility).	<ol style="list-style-type: none"> <li>1 Appropriate product selection</li> <li>2 Specifications and quality of product</li> <li>3 Special considerations for products</li> <li>4 Forecast and quantify product needs</li> </ol>
<b>Procurement</b>	The competencies that are required by a worker to be able to procure the supplies needed for their work situation.	<ol style="list-style-type: none"> <li>1 Manage procurement costs and budget</li> <li>2 Build and maintain supplier relationships</li> <li>3 Manage tendering processes and supplier agreements</li> <li>4 Contract management, risk and quality management</li> <li>5 Assure quality of products</li> <li>6 Manage import of products</li> <li>7 Manage clearance process</li> <li>8 Product supply during disasters and emergencies</li> <li>9 Manage re-packing of products</li> </ol>
<b>Storage &amp; Distribution</b>	The competencies that are required by a worker to be able to store and distribute the supplies needed for their work situation. This includes moving supplies to their facility and sending them to other facilities. It also includes the competencies required to manage the outsourcing of these activities, and partnerships related to these activities.	<ol style="list-style-type: none"> <li>1 Storage, warehousing and inventory management</li> <li>2 Supply of commodities to facilities</li> <li>3 Management of transport for commodities</li> <li>4 Disposal of products</li> </ol>
<b>Customer Care</b>	The competencies required to develop a customer centred culture by continually delivering, measuring and improving an excellent service to external customers.	<ol style="list-style-type: none"> <li>1 Customer care</li> </ol>

Sub Domains	Definition	Competency Areas
<b>Order Processing</b>	The competencies required to follow process or work-flow associated with the fulfilment of the customer order, including order receipt, stock availability, invoicing, dispatch and distribution.	1 Order processing
<b>Programme Coordination</b>	The competencies required to organize resources to focus on specific commodities and areas of spends. The process relates to the analysis, reporting and coordination of quantification and forecasting for specific programs, i.e. Economic, Free Medicine, Global Funds and Under 5's.	1 Programme coordination
<b>Compliance Monitoring and Supervision</b>	The competencies required to monitor and supervise supply chain practices and ensure that good storage and distribution practices are implemented.	1 Compliance monitoring and supervision
<b>Medical Devices Testing, Installation and Maintenance</b>	The competencies required to apply preventive and corrective actions to ensure reliable functioning of the equipment, devices, computer systems and software over its expected lifetime.	1 Medical devices testing, installation and maintenance

### 3.2 Managerial Domain

Definition: The competencies that are required by a worker to be able to manage money/people etc., to ensure the system works effectively.

The domain contains 5 competency areas as described below.

Competency Area	Definition
<b>Operational Planning</b>	The competencies required to Implement efficient organizational- specific processes, governance mechanisms and strategy to deliver efficient operations. Managing operational issues and make decisions aimed at building and planning efficient workflows, and at improving overall organizational performance.
<b>Resources and Financial Activities</b>	The competencies required to adhere to financial guidelines, regulations, principles, and standards when committing resources or processing financial transactions.
<b>People Management</b>	The competencies required to manage people and their work activities with the goal of optimizing efficient use of staff talent. Fosters environment that encourages effective performance, professional development and the transfer of knowledge.
<b>Risk Management</b>	The competencies required to manage organizational risk, identify and address sources of disruption and dysfunction within the supply chain
<b>Sustainable Supply Chain Management</b>	The competencies required to engage in the design, planning, execution, control and supervision of a sustainable supply chain system.

### 3.3 Organizational and Personal Domain

Definition: The behavioural and workplace competencies that are required by a worker to be able to manage his/her day-to-day responsibilities. This includes competencies such as communication, stress management and time management skills

The domain contains 7 competency areas as described below.

Competency Area	Definition
<b>Computing and Data Skills</b>	The competencies required to use computers and related technology efficiently.
<b>Communication and Interpersonal Skills</b>	The competencies required to convey information to others effectively and efficiently while choosing a communication style that is both appropriate and effective for a given situation.
<b>Problem Solving and Decision Making</b>	The competencies required to resolves difficult or complicated challenges and makes timely, informed decisions that take into account the facts, goals, constraints, and risks.
<b>Teamwork</b>	The competencies required to work and engage constructively with internal stakeholders.
<b>Accountability and Responsibility</b>	The competencies required to ensure the quality and timeliness of work, and achieves results with little oversight. Attends to detail and pursues quality outputs in accomplishing task.
<b>Initiative and Creativity</b>	The competencies required to manage ambiguity and complexity and engage in proactive behaviour, developing new ideas, seizing opportunities and taking action.
<b>Conflict Management</b>	The competencies required to resolves complex or sensitive disagreements and conflicts in a sensible, fair and efficient manner.

The following pages set out all 34 competency areas and the behaviours expected at different levels which reflect the variance in complexity, scope and responsibility across jobs.

## 4 Technical Domain

### 4.1 Selection and Quantification

#### COMPETENCY AREA

##### 1. Select the appropriate commodity

COMPETENCY PROFICIENCY LEVELS AND INDICATORS
<b>BASIC</b>
Not required to have detailed and specific commodity knowledge. May have basic, limited operational knowledge of some specific commodities.
<b>FOUNDATIONAL</b>
Understands the specific nature of the commodity and able to describe the broad concepts of the related policies. Carries out relevant research to add and/or subtract items from the Essential Medicines List and Essential Equipment List. Adjusts strategy to relevant market conditions.
<b>INTERMEDIATE</b>
Knowledgeable of the specific aspects of a range of commodities and/or equipment. Follows the processes required to alter standard treatment guidelines, dangerous drug policy and national medication policy. Confirm the type of medicines and equipment required.
<b>ADVANCED</b>
In depth knowledge in a range of commodities and equipment and is recognised internally or externally as a source of expertise.

**COMPETENCY AREA**

**2. Define the specifications and quality of the commodity**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Not required to develop specifications. May provide information and clarify aspects of specifications for low value, low risk specifications.
<b>FOUNDATIONAL</b>
Working knowledge of the specification requirements. Develops less complex specifications with customers, or more complex specifications under direct guidance.
<b>INTERMEDIATE</b>
In depth understanding and good technical knowledge of the specification requirements. Advises and supports customer development of complex specifications and can incorporate these into appropriate tenders.
<b>ADVANCED</b>
Advises on and assists development of technically demanding specifications. Can articulate and specify requirements relating to contracts for the medicines and equipment. Demonstrates creativity and innovation in the development of complex specifications.

**COMPETENCY AREA**

**3. Take into account special considerations for the commodity**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited awareness of commodity considerations and category management. Involvement in supporting/administrative capacity, in line with pre-determined rules and under close supervision.
<b>FOUNDATIONAL</b>
Understands the principles and processes of category management including market segmentation. Demonstrates knowledge of exceptional considerations in the quantification of programme specific commodities.
<b>INTERMEDIATE</b>
Is aware of the importance of data analysis, stakeholder requirements, and category management tools and techniques. Prepares detailed reports and category information. Understands the relevance of regulations, legislation and government policies to the category. Has working knowledge of special handling requirements as well as cold chain or temperature requirements.
<b>ADVANCED</b>
Experienced in all aspects of category management and coordinates with government and donors to create category management strategies. Has working knowledge of current international trends in commodity availability.

**COMPETENCY AREA****4. Forecast and quantify commodity needs**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited awareness of forecasting and quantification requirements. Involvement in supporting/administrative capacity, in line with pre-determined rules and under close supervision.
<b>FOUNDATIONAL</b>
Reconciles needs for commodities with available funds. Quantify commodity requirements using a variety of methods. Effectively use various data sources for commodity forecasting (e.g. consumption data, service data, demographic data etc. Working knowledge of the critical requirements for effective forecasting: establishing time horizons, level of detail, use of data.
<b>INTERMEDIATE</b>
Analyses and interprets consumption information and quantifies category requirements using a variety of methods. Reconciles needs for the commodity category with available funds. Identify the factors that affect usage patterns of medication and equipment and how this affects ordering (e.g. disease outbreaks), using national policies as a guide ensuring consistent application. Demonstrates knowledge about various tools used in quantification (e.g. quantification software).
<b>ADVANCED</b>
Establish policies and procedures for supply planning and forecasting control. Establish key performance indicators of forecasting accuracy. Reconciles needs for all commodity categories with available funds.

## 4.2 Procurement

### COMPETENCY AREA

#### 1. Manage procurement costs and budgets

COMPETENCY PROFICIENCY LEVELS AND INDICATORS
<b>BASIC</b>
Limited understanding of financial management issues and suppliers’ costs and foreign exchange rates.
<b>FOUNDATIONAL</b>
Working knowledge of public procurement regulations. An appreciation of financial accounting practices, how to appraise and analyse suppliers’ costs. Understands how costs are constructed and uses this knowledge to analyse and evaluate simple costs. Aware of importance of quality as well as price. Working knowledge of the principles of foreign exchange rates and impact on price.
<b>INTERMEDIATE</b>
Sufficient knowledge of financial accounts to identify companies that are at risk. Sufficiently aware of cost bases to negotiate cost reductions. Able to assess the risk of contracting with an organization based on a review of their company accounts. Able to model the impact of cost and foreign exchange pressures on potential savings within the commodity category. Able to describe the different funding options that are available.
<b>ADVANCED</b>
Understands profit and loss accounts and balance sheets. Calculate key financial ratios, to provide evidence as to companies that are at risk. Detailed understanding of suppliers cost bases and cost drivers. Can interpret a wide range of financial data to make management decisions.

**COMPETENCY AREA**

**2. Build and maintain supplier relationships**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited understanding of supplier relations. Supportive or administrative involvement only, under close supervision. Interface with suppliers on basic issues under guidance.
<b>FOUNDATIONAL</b>
Understands the principles of strategic and non-strategic supplier management. Working knowledge and ability to monitor prequalification and tender contracting processes. Able to describe a good supplier, use and generate reports on supplier performance.
<b>INTERMEDIATE</b>
Develop and implements supplier relationship plans (e.g. sourcing, frequency of meetings, negotiate and monitor benchmarks for performance, etc.) Identifies and resolves issues in supplier performance. Experienced and skilled in dealing with suppliers at all levels and negotiates effectively to ensure that benefits to the organization are fully realised. Manages strategic and non-strategic supplier relationships effectively.
<b>ADVANCED</b>
Experienced and skilled in all aspects of supplier management. Develop and implement high level relationship management strategies that deliver benefits to the organization. Develops strategic, long term partnerships with key suppliers who can help the organization meet profitability and customer satisfaction goals. Encourages relationships with key suppliers and ensures they are involved in new initiatives from the outset.

**COMPETENCY AREA**

**3. Manage tendering processes and supplier agreements**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited awareness of procurement and supply planning processes. Involvement in supporting/administrative capacity, in line with pre-determined rules and under close supervision. Limited awareness of procurement policy and associated legal requirements. Adherence to procurement policy and tendering procedures under close supervision. No detailed knowledge of local and international health commodities and prices.
<b>FOUNDATIONAL</b>
Contribute to the development of purchasing and supply strategies and plans. Apply basic procurement processes to routine procurement situations such as drafting basic tender documentation, using E-procurement tools, ensuring appropriate terms and conditions and pricing requirements are included. Able to demonstrate the use of request for qualification (RFQ), Invitation to Bid (ITB) and request for proposals (RFP) methods and when to choose which method. Able to evaluate tender bids based on the specification and evaluation criteria. Awareness of procurement laws, policy and tendering procedures and what is required to comply. Possesses working knowledge of local and international health commodities and prices. Able to describe some of the key issues relevant to negotiating supply contracts and negotiate contracts, but requires support. Keeps abreast of market and price developments. Able to make recommendations on alternate sources of supply to inform specifications.
<b>INTERMEDIATE</b>
Able to work with the government and key stakeholders to develop and implement the purchasing and supply plan. Familiar and comfortable with all aspects of procurement processes. Take the lead on project based procurement. Experienced in negotiating high value contracts. Understands procurement legislation and policy and thorough knowledge of local and international tendering procedures. Ensures that procurement staff fully understand the approved processes and their responsibilities, targets and limits of authority. Has the knowledge and ability to provide sound procurement advice to internal and external stakeholders. Thorough experience and knowledge of specific commodity markets and prices. Uses a range of market specific intelligence to inform decision making.
<b>ADVANCED</b>
Demonstrates through knowledge and ability to lead government and stakeholder discussions handling high - value and politically sensitive procurements. Expert on all aspects of procurement processes, through experience and knowledge. Apply judgement to determine how best to apply processes to secure best value in any set of circumstances. Direct and coach others, command credibility with government, key stakeholders and suppliers. Develops and delivers a procurement strategy that supports the organization’s supply chain objectives. In depth understanding of procurement policy and related legal frameworks. Audit compliance with the policies and procedures. Uses market knowledge to inform strategy and identifies appropriate tactics dependent on supplier position in the market.

**COMPETENCY AREA**

**4. Contract management, risk and quality management**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited awareness of contract management issues. Able to resolve minor contract queries. Involvement in supporting/administrative capacity, under close supervision.
<b>FOUNDATIONAL</b>
Describe the importance of contract administration and supplier management. Working knowledge of authorisations required to administer the contracts. Monitor contractor performance, identify when corrective action needed and advises of contract disputes. Escalates where unable to resolve. Identify where it is necessary to vary a contract to ensure delivery and drafts variations in a manner consistent with the contract and ensures proper approvals are sought. Monitors the availability of stock and equipment in the supply chain. Working knowledge of the fundamentals of risk planning and assessment.
<b>INTERMEDIATE</b>
Applies differing contracting strategies to ensure the availability of commodities and equipment. Able to develop a project plan, undertake risk assessment, develop contingency plans for shortages, identify and resolve problems with the availability of stock and delivery of orders. Develop performance monitoring systems and understands when supplier performance requires corrective action and resolves disputes. Facilitates the negotiation and management of complex variations and/or termination of contracts in accordance with the relevant procedures.
<b>ADVANCED</b>
Identify and implement appropriate contracting strategies. Able to identify and negotiate supplier performance milestones, and monitor performance. Resolve difficulties through negotiation, leading to improvement. Resolve issues between suppliers and procurement practitioners. Knowledge of how to terminate contracts appropriately and legally where necessary. Assesses risk and makes balanced judgements.

**COMPETENCY AREA**

**5. Assure quality of commodities**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited awareness of quality processes. Involvement in supporting/administrative capacity, under close supervision.
<b>FOUNDATIONAL</b>
Contributes to the planning of specific reviews and inspections. Understands audit and compliance needs and ensures processes are used and adapted accordingly. Able to check that received order are in accordance with the contract. Understands how to review and check shipments and documentation, identifying discrepancies in information. Able to document faults and problems. Demonstrates knowledge of pharmaceutical stock management, undertakes routine tests to ensure that health commodities are not counterfeit and meet quality standards. Reviews the financial and payments process in accordance with the contract.
<b>INTERMEDIATE</b>
Monitors the process for the evaluation and selection of suppliers. Monitors and track the procurement process in accordance with the contract. Able to manage all components of a quality audit and understands how to develop quality control inspections timetable and plans. Able to describe relevant laws and regulations for importation. Able to describe methods for medicines testing and sampling. Develops quality standards guidelines and testing procedures to support and enhance the procurement process. Establish appropriate analysis and testing practices and able to recommend corrective action based on quality checks. Possesses good working knowledge of the organization’s procurement strategy, policies and processes
<b>ADVANCED</b>
Develops quality management processes and guidelines to guide the work of staff within the department. Knowledge of monitoring and measurement frameworks to guide quality processes. Possesses detailed knowledge of the organization’s procurement strategy, policies and processes. Able to negotiate action plans with internal stakeholders and suppliers to ensure corrective action is taken. Uses knowledge and experience to develop and maintain a quality assurance strategy and implements risk management and control measures. Able to represent the organization externally with national bodies and boards and with UN agencies. Contributes to the development of quality standards and quality assurance procedures.

**COMPETENCY AREA**

**6. Manage import of commodities**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited understanding of importation processes. Supportive or administrative involvement only, under close supervision. Interface with shipping contractors on basic issues under guidance.
<b>FOUNDATIONAL</b>
Understands and complies with import procedures and requirements. Limited knowledge of relevant laws and regulations for importation. Coordinates and review imported medicines documentation (packing list, invoices, medicines import form).
<b>INTERMEDIATE</b>
Able to describe relevant laws and regulations for importation and knows how to access them. Demonstrates knowledge about international business processes (e.g. shipping, air cargo, clearing and forwarding, financial transactions, business ethics). Demonstrates knowledge of third-party logistics (freight, air/sea/land). Detailed appreciation of shipping and importation processes. Able to review certificate of analysis and establish appropriate testing practices. Knowledge of processing insurance claims.
<b>ADVANCED</b>
Develop and implement high level relationship management strategies with importation agencies that deliver benefits to the organization. Implements best practice including documenting, reporting and reviewing organizational compliance policies and practices. Monitors trade and import regulations, and adjusts internal controls to reflect changes.

**COMPETENCY AREA**

**7. Manage clearance process**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Limited understanding of clearance processes. Supportive or administrative involvement only, under close supervision. Interface with customs officials on basic issues under guidance.
<b>FOUNDATIONAL</b>
Understands and complies with import procedures and requirements. Able to apply import and custom clearance procedures. Handle custom clearance documentation. Manage freight forwarding and logistics. Demonstrate good storage practice. Understand storage conditions for pharmaceuticals.
<b>INTERMEDIATE</b>
Understanding of customs warehouse operations, freight and container operations. Working knowledge of the international freight industry. Detailed knowledge of customs laws, regulations, administrative guidelines and procedures.
<b>ADVANCED</b>
Ability to engage constructively with senior officials from government, customs and other stakeholders.

**COMPETENCY AREA**

**8. Commodity supply during emergencies and disasters**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Supportive or administrative involvement only, under close supervision.
<b>FOUNDATIONAL</b>
Understands the procurement and logistic requirements for emergency or disaster supply.
<b>INTERMEDIATE</b>
Project manage, coordinates and mobilises the organization in the sourcing of supplies.
<b>ADVANCED</b>
Ability to coordinate requirements with senior officials from government, other stakeholders and the national disaster planning team.

**COMPETENCY AREA****9. Manage re - packing of commodities**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Supportive or administrative involvement only, under close supervision.
<b>FOUNDATIONAL</b>
Understands how to prepare a packing list. Demonstrates a safe system for repacking of commodities in accordance with organizational policies.
<b>INTERMEDIATE</b>
Able to predict when re packing or pre-packs are required.
<b>ADVANCED</b>
Develops organizational policies and procedures related to repacking.

### 4.3 Storage and Distribution

#### COMPETENCY AREA

##### 1. Storage, warehousing and inventory management

COMPETENCY PROFICIENCY LEVELS AND INDICATORS
<b>BASIC</b>
No detailed understanding of inventory management or storage requirements. Involved in administrative/supporting capacity, under close supervision including the receipt and storage of items from suppliers.
<b>FOUNDATIONAL</b>
Appreciation of basic stock control. Understands the principles and systems used for the physical storage of stock and applies good storage practices and the principles of stock issue, including FIFO. Able to obtain and collate data on the supplies being stored and manages stock differences. Identifies problems with facilities or supplies for resolution by superiors. Working knowledge of special handling processes like cold chain and high value risk security. Monitors temperature control with the warehouses. Adopts a total systems approach to flow of information, materials, and services.
<b>INTERMEDIATE</b>
Evaluates the demand for supplies and determines existing storage capacity and storage requirements Develops and follow organizational processes, instructions, rules and parameters for warehouse and inventory management and the use of equipment. Applies inventory control techniques to manage stock-outs and overstocks. Develops storage strategies and plans. Oversees their implementation and effectiveness. Secures the medical store and authorisation of access. Develops policies and procedures for stock handling, distribution and withdrawal consistent with maintaining safety. Efficiently distributes commodities to states, distribution centres, warehouses and customers through a logistics network. Ensures proper control and accounting for stores and stocks.
<b>ADVANCED</b>
Knowledge of design, implementation and management of inventory control systems. Detailed appreciation of logistics, transportation and warehousing methodologies. Oversees the rapid assessment of logistical needs in emergencies and secures warehousing space. Develops storage strategies that meet the needs of the organization and optimise supply chain costs. Aware of the legal implications associated with stores management e.g. Health & Safety, manual handling, handling of hazardous materials, etc. Ensures risk assessments completed. Maintains safe and appropriate systems of work.

**COMPETENCY AREA**

**2. Supply commodities to facilities**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Not required to have a knowledge or detailed understanding of the distribution process. Involved in administrative/supporting capacity, under close supervision.
<b>FOUNDATIONAL</b>
Working knowledge of the sources of distribution demand. Compiles list of health facilities with quantities for distribution and demonstrates use of order policies for planned order generation. Selects distribution methods following analysis of information on storage location and facilities. Schedules distribution of supplies, collates and analyses data from facilities.
<b>INTERMEDIATE</b>
Develops and implements a formal logistics strategy and plan including scheduling. Identifies and resolves any problems or risks with the distribution of supplies in consultation with colleagues. Measures customer satisfaction and develop loyal customers by using performance metrics taken from the customer perspective, with criteria such as on time delivery, perception of quality, complaints and length of wait times.
<b>ADVANCED</b>
Develops and decides distribution methods and policy. Aware of the legal implications associated with transport and distribution and ensures risk assessment, safety and appropriate systems of work.

**COMPETENCY AREA**

**3. Manage transport for commodities**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Not required to have a knowledge or detailed understanding of the transportation process. Involved in administrative/supporting capacity, under close supervision or as a driver.
<b>FOUNDATIONAL</b>
Makes informed decisions to select specific contracted suppliers for specific transport tasks. Schedules transportation of supplies. Obtains, collates and evaluates data on the progress of supplies being transported, high lighting problems and offering solutions. Demonstrates knowledge of policies and procedures related to handling and transporting special vaccines, HIV/AIDS drugs, other high value commodities and narcotics. Employs temperature control measures during transportation. Working knowledge of all local and national laws/requirements for vehicle safety, driving regulations and licensing. Identify and implement proper packing and labelling methods for transportation of hazardous materials.
<b>INTERMEDIATE</b>
Understands the significance of different transportation methods and associated costs. Manages distribution activities, including a fleet of vehicles and distribution schedules, to deliver health commodities to facilities. Plans and chooses shipping and transportation methods, considering trade- offs between costs and benefits. Identifies and resolves any problems or risks with the transportation of supplies in consultation with stakeholders. Working knowledge of the different types of transport and their characteristics for emergency or disaster supply.
<b>ADVANCED</b>
Decides and implements the optimal transportation strategy. Aware of the legal implications associated with transport and distribution and ensures risk assessment, safety and appropriate systems of work.

**COMPETENCY AREA**

**4. Manage disposal of commodities**

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Not required to have a knowledge or detailed understanding of the disposal process. Involved in administrative/supporting capacity, under close supervision.
<b>FOUNDATIONAL</b>
Develops list of goods to be returned or disposed and confirm with the relevant parties. Collate, prepare and analyse data on the flow of returned supplies. Ensures that goods to be disposed appropriately categorised. Demonstrates knowledge of staff disposal practices. Disposes of expired medications and/or medical equipment according to national policy ensuring that all actions are documented.
<b>INTERMEDIATE</b>
Detailed knowledge of expired and damaged stock disposal standard operating procedures. Demonstrates knowledge of the recall procedures to be used in response to a commodity recall notice or knows where to access the information promptly. Able to arrange and consults with facilities and state warehouses to enable the return and disposal of goods.
<b>ADVANCED</b>
Develops and implements the disposal policy to ensure the adoption of transparent, cost effective methods of disposal in an environmentally responsible manner.

## 4.4 Customer Care

Definition: The competencies required to develop a customer centred culture by continually delivering, measuring and improving an excellent service to external customers.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Work tends to be internally focussed therefore limited contact with external customers. Involved in administrative/supporting capacity, under close supervision.
<b>FOUNDATIONAL</b>
Is aware the pharmaceutical commodities and equipment available to external customers. Working knowledge of the sales and distribution process and order status. Understands the principles of customer management and the expectations and requirements of external customers Recognises customer dissatisfaction and responds positively to address complaints. Is clear and concise, using language relevant to the customer to aid understanding and displays sensitivity and tolerance to individuals. Provides a consistent, professional, and quality service to customers.
<b>INTERMEDIATE</b>
Develops internal relationships and directs cross functional meetings to improve service delivery. Collates information to keep up to date with customer needs and uses it to improve services. Introduces improvements to processes and procedures to maximise the customers’ experience. Able to resolve problems and issues and gives priority to maintaining service to the customer. Develops and presents persuasive arguments to address the concerns, wants, and needs of customers.
<b>ADVANCED</b>
Develops customer management processes and procedures. Develops and implements performance monitoring guidelines. Uses internal and external measures to identify shortfalls in customer service and quality and then acts on the information. Develops innovative practices and services that ensure a customer driven service. Anticipates potential problems and takes pre-emptive action.

## 4.5 Order Processing

Definition: The competencies required to follow process or work-flow associated with the fulfilment of the customer order, including order receipt, stock availability, invoicing, dispatch and distribution

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Work tends to be internally focussed therefore limited contact with external customers. Involved in administrative/supporting capacity, under close supervision.
<b>FOUNDATIONAL</b>
Demonstrates an overall understanding of how sales and distribution system work together and the receipt and scheduling processes for customer orders. Has knowledge of the organization’s customer base and sales processes. Able to explain supply chain principles and standard operating procedures. Responds quickly and accurately to internal (NMSF) and external (customer and government) inquiries and provides complete information. Maintains an up-to-date knowledge of pharmaceutical commodities, equipment and medical devices. Measure customer satisfaction and develop customer base by using performance metrics taken from the customers’ perspective.
<b>INTERMEDIATE</b>
Develops internal relationships and directs cross functional meetings to improve service delivery. Collates information to keep up to date with customer needs and uses it to improve services. Introduces improvements to processes and procedures to maximise the customers’ experience. Acts quickly to resolve problems and issues and gives priority to maintaining service to the customer. Develops and presents persuasive arguments to address the concerns, wants, and needs of customers. Understands the principles of integrated distribution processes.
<b>ADVANCED</b>
Develops customer management processes and procedures. Develops and implements performance monitoring guidelines. Uses internal and external measures to identify shortfalls in customer service and quality and then acts on the information. Develops innovative practices and services that ensure a customer driven service. Anticipates potential problems and takes pre-emptive action.

## 4.6 Programme Coordination

Definition: The competencies required to organize resources to focus on specific commodities and areas of spends. The process relates to the analysis, reporting and coordination of quantification and forecasting for specific programs, i.e. Economic, Free Medicine, Global Funds and Under 5’s.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Not required to have a knowledge or detailed understanding of the programme coordination process Involved in administrative/supporting capacity, under close supervision.
<b>FOUNDATIONAL</b>
<p>Able to collect, analyse and interpret consumption and demographic data to project commodity needs. Ability to utilize analytical skills and tools to derive insight from large amounts of data from diverse sources and present detailed reports. Demonstrates knowledge of pharmaceutical commodities and standard treatment guidelines. Expertise in the specific program area and knowledge about the commodities and how they are used.</p> <p>Understands the principles of integrated distribution processes. Understands the principles and applications of demand forecasting. Knowledge of current trends in the health sector, facilities, medicines and commodities.</p>
<b>INTERMEDIATE</b>
<p>Able to use program or commodity information, targets, medicines consumption data from government and partners for planning.</p> <p>Understands current and future commodity needs based on consumption levels.</p> <p>Understand government and donor programme targets and requirements.</p> <p>Able to participate in committee meetings with donors and partners and present ideas.</p> <p>Able to use knowledge of potential future demand to develop programme and inventory plans.</p> <p>Able to forecast budgetary requirement based on programme needs.</p>
<b>ADVANCED</b>
<p>Able to estimate total commodity requirements and costs. Able to communicate total supply plan and gathers all relevant data to identify, quantify and prioritise improvement opportunities in conjunction with internal stakeholders.</p> <p>Able to present estimates and programme requirements to the Ministry of Health and other relevant authorities. Able to identify the risks that affect customer demand and supply and adopt mitigation strategies.</p>

## 4.7 Compliance Monitoring and Supervision

Definition: The competencies required to monitor and supervise supply chain practices and ensure that good storage and distribution practices are implemented.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Not required to have a knowledge or detailed understanding of the compliance monitoring process Involved in administrative/supporting capacity, under close supervision. Able to use relevant inspection checklists.
<b>FOUNDATIONAL</b>
Understands the principles of monitoring and supervision and is able to assess facility and storage performance against key performance criteria. Able to complete basic compliance verification, best-practice gap analysis and performance audits. Understands the compliance guidelines and forms. Demonstrates knowledge of pharmaceutical commodities and standard treatment guidelines. Understands the principles of integrated distribution processes. Able to collate and analyse data and generate reports.
<b>INTERMEDIATE</b>
Able to apply the principles of supportive supervision and feedback. Knowledge of auditing and compliance principles. Able to develop supervision schedules and allocate staff responsibilities. Able to collaborate, communicate and participate in quantification and forecasting meetings. Demonstrates knowledge of geographical area and laws and regulations related to pharmacy standards.
<b>ADVANCED</b>
Demonstrates comprehensive knowledge of the pharmaceutical system. Able to develop and monitor performance measures, reporting systems and continuous improvement plans. Good knowledge of the principles of consumption, quantification and forecasting. Able to develop compliance risk processes and strategies to mitigate supply chain performance. strategies. Able to appropriately manage pharmacy breached of laws and regulations.

## 4.8 Medical Devices Testing, Installation and Maintenance

Definition: The competencies required to apply preventive and corrective actions to ensure reliable functioning of the equipment, devices, computer systems and software over its expected lifetime.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Understands the basic principles of biomedical engineering and maintenance management. Able to undertake corrective maintenance with supervision and guidance.
<b>FOUNDATIONAL</b>
Demonstrates knowledge of established maintenance standards and guidelines. Has a working knowledge of engineering principles to test and maintain equipment, devices, computer systems, and software used in health facilities. Understands and applies the principles of planned preventive maintenance. Able to install, test and calibrate medical devices. Demonstrates knowledge and ability in equipment replacement parts.
<b>INTERMEDIATE</b>
Able to plan periodic equipment replacement and demonstrates knowledge and ability in maintenance workshop management. Demonstrates knowledge and ability in to manage maintenance and after sales contracts. Demonstrates working knowledge of calibration processes and develops calibration standards. Able to develop maintenance and calibration guidelines for new equipment. Able to participate in the technical specification process. Able to provide maintenance and customer care support to the Ministry of Health at state level. Detailed knowledge of medical equipment inventory systems.
<b>ADVANCED</b>
Detailed knowledge of regulatory standards and quality control specifications for devices and equipment. Is able to determine quality control, maintenance and disposal protocols.

## 5 Managerial Domain

### 5.1 Operational Planning

Definition: The competencies required to Implement efficient organizational- specific processes, governance mechanisms and strategy to deliver efficient operations. Managing operational issues and make decisions aimed at building and planning efficient workflows, and at improving overall organizational performance.

COMPETENCY PROFICIENCY LEVELS AND INDICATORS
<b>FOUNDATIONAL</b>
<p>Able to create an operational plan that is consistent with the organization’s strategic plan that links specific goals to the strategies, and that identifies the key performance indicators to be used to measure performance. Understands the discipline of planning, organizing and managing resources to achieve goals and objectives. Coordinates ideas and resources to achieve goals. Able to analyse information and situations and identify implications to inform decision making.</p>
<b>INTERMEDIATE</b>
<p>Aligns the direction and performance of the function with the rest of the organization. Actively participates and allocates times for consultation with relevant stakeholders including government and donors. Able to identify key constraints of complex issues and quickly develop solutions.</p>
<b>ADVANCED</b>
<p>Measures performance, challenges inefficient processes and practices and makes proposals for improvement. Fully conversant with organizational commercial strategy and procurement policies, procedures, processes and governance mechanisms and is able to advise and support colleagues in their application. Understands the role and function of government agencies and donor agencies in regulating and supporting the supply chain. Manages relationships among key external organizations and government entities to create effective partnerships and opportunities.</p>

## 5.2 Resources and Financial Activities

Definition: The competencies required to adhere to financial guidelines, regulations, principles, and standards when committing resources or processing financial transactions.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>FOUNDATIONAL</b>
Able to create and manage budgets with associated information recording. Manages financial resources to meet plans and identifies variances and difficulties.
<b>INTERMEDIATE</b>
Understands the organization’s key performance indicators and has experience of measuring performance against them. Describes strategies for minimising the risk of fraudulent activity. Provides advice on procedures and the use of financial resources. Allocates and controls resources within own area of responsibility. Identifies needs for financial resources to effectively support current services.
<b>ADVANCED</b>
Measures performance, challenges inefficient processes and practices and makes proposals for improvement. Fully conversant with organizational financial procedures and risk management requirements. Evaluates the financial impact of decisions and develops strategies to address financial resource issues. Understands the role of audit and financial compliance.

### 5.3 People Management

Definition: The competencies required to manage people and their work activities with the goal of optimizing efficient use of staff talent. Fosters environment that encourages effective performance, professional development and the transfer of knowledge.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Understands and follows people management guidelines (i.e., for training, performance management, etc.) Ensure staff have the necessary skills and understanding of safe work practices. Sets clear and achievable expectations and individual performance goals.
<b>FOUNDATIONAL</b>
Evaluates individual performance fairly and provides regular feedback; acknowledges success and the need for improvement. Identifies opportunities that challenge and encourage the development of people. Undertakes supportive supervision and works staff to better understand their strengths and contributions. Develops and supports individual development and learning opportunities. Deals promptly with ineffective performance. Orientate new staff to the workplace explaining standard operating systems and procedures.
<b>INTERMEDIATE</b>
Coordinates work to maximize individual strengths and addresses areas for development. Coaches, challenges and provides opportunities for growth by identifying new team assignments or sharing expertise between teams (i.e., job shadowing, cross team assignments, etc.) Motivates, recognizes and rewards staff contributions and accomplishments.
<b>ADVANCED</b>
Assesses individual and team effectiveness and addresses problems promptly. Coaches others on the importance of following sound people management practices. Champions staff learning and development by coaching, mentoring and developing people for career growth and performance. Ensures that management teams work to develop people through performance management, career planning and development.

## 5.4 Risk Management

Definition: The competencies required to manage organizational risk, identify and address sources of disruption and dysfunction within the supply chain.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>FOUNDATIONAL</b>
Describe the risks affecting supply, delivery and customer demand. Understands the components of a risk assessment and is able to identify possible sources of risks and prioritize for attention.
<b>INTERMEDIATE</b>
Able to identify, evaluate, and prioritize risks to functional performance within the supply chain. Able to identify approaches to manage, monitor, and respond to risk events. Prepares for all sources of internal dysfunction and external disruptions and develops well-defined response protocols.
<b>ADVANCED</b>
Able to analyse the probability, control and impact of risks identified and develop strategies that minimise the likelihood and financial impact. Review sources of information for monitoring indicators. Develop specific & general contingency plans for incident handling.

## 5.5 Sustainable Supply Chain Management

Definition: The competencies required to engage in the design, planning, execution, control and supervision of a sustainable supply chain system.

COMPETENCY PROFICIENCY LEVELS AND INDICATORS
<b>FOUNDATIONAL</b>
Able to describe the characteristics unique to health logistics and supply chain and demonstrate an awareness of the factors that contribute to or hinder the delivery of services. Understands that supply and logistics is a system of organizations, people, technology, activities, information and resources involved in moving commodities from supplier to customer.
<b>INTERMEDIATE</b>
Able to develop standard operating procedures, guidelines, and tools and forms required for operating the system. Collaborates and communicates with other departments in the achievement.
<b>ADVANCED</b>
Able to develop and implement a performance monitoring framework for the supply chain system. Integrates activities across the organization through coordination with other department and directorates. Demonstrates ability to manage a network of interconnected activities and functions in the provision of commodities to customers.

## 6 Organizational and Personal Domain

### 6.1 Computing and Data Skills

Definition: The competencies required to use computers and related technology efficiently.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Working knowledge of standard office software packages such as Microsoft Office. Awareness of and adherence to data protection and security measures. Not required to have a detailed understanding of available data systems. Uses and inputs data into systems under supervision.
<b>FOUNDATIONAL</b>
Advanced application of office software packages such as Microsoft Office. Able to use the ERP and Logistics Management Information systems and other information systems following predefined processes.
<b>INTERMEDIATE</b>
Understands the systems and mechanisms associated with data management and controls. Ability to interpret a wide variety of data and make recommendations. Demonstrates good practice in information processing and storage.
<b>ADVANCED</b>
Demonstrates expert knowledge and understanding of systems. Experienced in design, implementation and management of information systems and is sought after for advice in current system use and future system development.

## 6.2 Communication and Interpersonal Skills

Definition: The competencies required to convey information to others effectively and efficiently while choosing a communication style that is both appropriate and effective for a given situation.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Speaks clearly and confidently. Writes in a concise manner. Act in a fair and respectful way in dealing with others. Adopt a positive and supportive approach when interacting with others and maintain an appreciative attitude. Keeps promises and commitments made to others.
<b>FOUNDATIONAL</b>
Understands others' needs, emotions or concerns and adjusts communication effectively. Tailors communication (e.g. content, style and medium) to diverse audiences. Ability to articulate ideas and concepts clearly, concisely and factually, both orally and in writing. Communicates in a truthful and straightforward manner. Listen to and accept the value of different views, ideas and ways of working. Respects and maintains confidentiality.
<b>INTERMEDIATE</b>
Communicates complex issues clearly and credibly with widely varied audiences. Uses effective involvement and persuasion strategies to gain acceptance of ideas and commitment to action. Ability to comprehend and persuasively articulate complex ideas and concepts logically, clearly, concisely and factually, both orally and in writing. Addresses issues in an open, constructive, professional manner, and persuades others to approach issues in the same manner.
<b>ADVANCED</b>
Handles strategic communication issues for the organization in highly-sensitive situations. Able to communicate complex or sensitive information in an appropriate manner. Prepares written documentation on complex and highly specialised issues. Tailors communication to the reader and to the context to positively influence outcomes.

### 6.3 Problem Solving and Decision Making

Definition: The competencies required to resolves difficult or complicated challenges and makes timely, informed decisions that take into account the facts, goals, constraints, and risks.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Distinguishes between critical and irrelevant pieces of information. Gathers information from a variety of sources to reach a conclusion.
<b>FOUNDATIONAL</b>
Ability to identify patterns and trends in information. Analyses verbal and numerical data, breaks down problems and identifies all their facets. Gathers data and others' input when making decisions. Considers lessons learned from experience, differing needs, and the impact of the decision on others. Seeks advice from those who've solved similar problems. Understand a problem situation and its step by step transformation based on planning and reasoning without apportioning blame.
<b>INTERMEDIATE</b>
Ability to review, analyse, synthesize, compare and interpret information from a wide variety of sources. Draws sound conclusions from relevant and/or missing information based upon a mixture of analysis and experience. Understand the relationship among facts and apply this understanding when solving problems. Weighs the pros and cons of each option before making a decision and moving forward. Ability to formulate results focussed recommendations and make decisions based on analysis. Can explain the rationale for a decision.
<b>ADVANCED</b>
Tests proposed solutions against the reality of likely effects before going forward. Makes necessary decisions even when information is limited or unclear.

## 6.4 Teamwork

Definition: The competencies required to work and engage constructively with internal stakeholders.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Helps teammates who need or ask for support or assistance. Fulfils designated role as a team member.
<b>FOUNDATIONAL</b>
Knows and supports teammates' work and deliverables. Shares all relevant information with others and seeks others' input, working together to solve problems. Understands and is tolerant of differing needs and viewpoints.
<b>INTERMEDIATE</b>
Asks others for their ideas and opinions and works together to form decisions and plans. Values, calls upon and utilises the experience and expertise of team members and colleagues. Fosters a collaborative environment and drive teams in the same direction. Encourages people with opposing viewpoints to express their concerns. Engages internal customers in identifying issues, options, and desired outcomes. Develops a clear picture of the needs and best options from the customer's perspective.
<b>ADVANCED</b>
Acknowledges and celebrates the achievements of the team. Resolves conflict among team members sensitively and fairly. Appropriately involves others in decisions and plans that affect them. Understand internal customer's operational needs and help to resolve more complex and difficult issues. Acts proactively, recognizing important trends that will affect customers. Creates opportunities for cross functional team working.

## 6.5 Accountability and Responsibility

Definition: The competencies required to ensure the quality and timeliness of work, and achieves results with little oversight. Attends to detail and pursues quality outputs in accomplishing task.

<b>COMPETENCY PROFICIENCY LEVELS AND INDICATORS</b>
<b>BASIC</b>
Demonstrates good practice in terms of timekeeping, meeting targets and deadlines in an effective way. Follows instructions, policies, and procedures. Promptly and efficiently completes work assignments. Gets planned work done within daily deadlines.
<b>FOUNDATIONAL</b>
Monitors own progress against objectives and targets and make changes as required. Develop and use systems to organize and plan workload. Practices good timekeeping and prioritizes to meet targets and deadlines. Checks work to ensure accuracy and completeness. Finds ways to go around obstacles with minimum guidance. Prioritizes tasks by importance and deadline. Discerns what is crucial from what is just urgent. Adjusts priorities as situations change.
<b>INTERMEDIATE</b>
Effectively plan what is to be achieved and involve relevant team members. Stays focused on tasks despite distractions and interruptions. Compares finished work to what is expected to find inconsistencies. Engages in action at the right time and to achieve results.
<b>ADVANCED</b>
Makes reasonable estimates of resource needs to achieve goals or complete projects. Uses sound methods to plan and track work. Adapts approach, goals, and methods to achieve solutions and results in dynamic situations.

## 6.6 Initiative and Creativity

Definition: The competencies required to manage ambiguity and complexity and engage in proactive behaviour, developing new ideas, seizing opportunities and taking action.

COMPETENCY PROFICIENCY LEVELS AND INDICATORS
<b>BASIC</b>
Takes action before being asked. Brainstorms to identify multiple solutions to problems.
<b>FOUNDATIONAL</b>
Ability to resolve work problems independently and suggests appropriate options when obstacles appear. Assesses, manages and takes calculated risks to achieve goals. Explores different lines of thought; views situations from multiple perspectives.
<b>INTERMEDIATE</b>
Looks beyond the obvious and immediate information when generating solutions. Uses resources creatively and thinks laterally to identify new solutions. Demonstrates resourcefulness in identifying and exploiting trends and developments.
<b>ADVANCED</b>
Produces imaginative or unique responses to a problem. Even in the most difficult situations, draws from a variety of resources to come up with new ideas and approaches, encourages others to innovate, proactively seeks to improve new ideas or methods. Creates a work environment that encourages creative thinking and innovation.

## 6.7 Conflict Management

Definition: The competencies required to resolves complex or sensitive disagreements and conflicts in a sensible, fair and efficient manner.

COMPETENCY PROFICIENCY LEVELS AND INDICATORS
<b>BASIC</b>
Listens actively, considers people’s concerns and adjusts own behaviour in a helpful manner. Expresses negative feelings constructively.
<b>FOUNDATIONAL</b>
Seeks to resolve confrontations and disagreements constructively. Focuses on the situation, issues, or behaviours, rather than the people. Take responsibility for and resolve matters. Remains objective when facing criticism.
<b>INTERMEDIATE</b>
Intervenes in conflicts to improve communication, diffuse tension, and resolve problems. Seeks to find common ground and preserve relationships. Describe a range of possible approaches/strategies that are effective for resolving conflicts in the workplace. Maintains objectivity when one’s own positions or opinions are challenged by colleagues or stakeholders
<b>ADVANCED</b>
Demonstrate skill in effective communication, problem solving and negotiation. Presents interests in ways that foster the understanding and resolution of problems. Seeks to understand others’ interests and shows respect for the needs and perspectives of all sides in the dispute.