

# TECHNICAL COMPETENCIES: FRAMEWORK

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# INTRODUCTION

# INTRODUCTION

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## FUNCTIONAL COMPETENCY FRAMEWORK

### 1. OVERVIEW

This document serves as a guideline for determining the knowledge, skills, and / or abilities for the UAE Federal Government employees. By using the technical competencies, the UAE federal entities will support their efforts in the several human capital aspects such as learning and development, recruitment and selection, succession planning, and performance management.

It aims at helping line managers and employees to familiarize themselves with the concept of technical competencies and their applications. Therefore, it will support employees in acquiring and developing the necessary knowledge, skills, and / or abilities required to perform their specific jobs.

The technical competencies in this document are mapped according to the UAE Federal Government's twenty (20) job families. They total up to one ninety-nine (99) competencies.

### 2. WHAT ARE TECHNICAL COMPETENCIES?

Technical competencies describe the knowledge, skills, and / or abilities required to fulfill job tasks, duties, and responsibilities.

### 3. WHAT IS A TECHNICAL COMPETENCY FRAMEWORK?

The technical competency framework is an inventory of anticipated knowledge, skills, and / or abilities, that lead to an acceptable performance level at work. It describes competencies in technical terms, using indicators to help recognize the competencies when individually demonstrated. The purpose of the framework is to define a set of standard competencies for all staff across the UAE Federal Government in order to achieve their strategic goals and to build a culture associated with high productivity.

#### 3.1 The Structure of the Technical Competency Framework

For all the technical competencies within this framework, there is a competency title that has a definition and technical statements (indicators).

# INTRODUCTION

## 3.1 The Structure of the Technical Competency Framework (Cont.)

<b>01. BUSINESS REQUIREMENTS</b>				
<i>The process of identifying business units' I.T. requirements and fulfilling them in a timely and satisfactory manner.</i>				
FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT	
<ul style="list-style-type: none"> <li>Gathers, documents, and gets agreement on I.T. requirements from business units.</li> <li>Analyzes and prioritizes requirements taking into consideration business benefits and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Understands the business units' issues and seeks information about their current and future I.T. requirements.</li> <li>Identifies, assesses, documents, and communicates the potential impact of high-level risk associated with the I.T. requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Knows the business units' issues and / or seeks information about their real underlying needs, beyond those expressed initially.</li> <li>Defines and sequences the activities associated with the identified I.T. requirements to ensure timely delivery.</li> <li>Ensures the involvement of all concerned parties (internal and external) to fulfill the business units' approved I.T. requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Acts as a trusted advisor and becomes involved in the business units' decision-making process in relation to I.T. requirements.</li> <li>Works with a long-term perspective in addressing the business units' I.T. requirements.</li> </ul>	

**Competency Title:** This is a short name used for the competency. It is normally unique as well as easy to understand and to communicate.

**Definition:** This statement provides an explanation of what is meant by each competency. This defines in more detail what the competency is about and what it involves.

**Proficiency Level:** This describes the progression of proficiency of the technical indicators. The level of sophistication and complexity of the competency gradually increases as the employee moves from one level to another. The following are the four proficiency levels:

a. Foundational:

This requires a basic understanding of the business structures, operations, and includes responsibility for implementing and achieving results through own actions rather than through others.

# INTRODUCTION

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## 3.1 The Structure of the Technical Competency Framework (Cont.)

### b. Intermediate:

This requires a moderate understanding of overall business operations and measurements, including responsibility for monitoring the implementation of strategy. This has limited or informal responsibility for colleagues and / or needs to consider broader approaches or consequences.

### c. Advanced:

This requires strong understanding of the organization's environment, operational plans, current strategic position and direction with strong analytical skills and the ability to advise on strategic options for the business. This includes formal responsibility for colleagues and their actions; and that their decisions have a wider impact.

### d. Expert:

This requires expert knowledge to develop strategic vision and provide unique insight to the overall direction and success of the organization. This is formal responsibility for business areas and his / her actions and decisions have a high-level strategic impact.

**Competency Indicators:** These descriptors provide information and details on specific technical aspects of the competency at each level, providing examples of how the competency can be demonstrated and assessed. The technical indicators at each proficiency level are illustrative rather than definitive, which means that other similar examples of technical aspects (knowledge, skills, and / or abilities) are also possible. Moreover, each proficiency level is cumulative, which means that technical indicators from lower levels will not be repeated at higher levels although they still apply.

# INTRODUCTION

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## **4. APPLICATIONS OF THE TECHNICAL COMPETENCIES**

### **4.1 Learning and Development**

During the learning needs assessment phase, the line managers along with employees can benefit from the Technical Competencies Framework as it supports the identification of knowledge, skills, and / or abilities that require development. Based on the discussions between the line manager and the employee, they can agree on certain technical competencies that the latter needs to focus on and improve in order to reach the proficiency level associated with his / her job.

The line manager shall consider learning and development opportunities which support the employee in acquiring the targeted proficiency level. This could be done through for example:

- Training programs (classroom)
- On-the-job training
- Coaching and mentoring
- Projects
- Stretched assignments
- Reading

### **4.2 Recruitment and Selection**

The Human Resources Department along with the line manager shall search for job applicants who possess past experiences and responsibilities which can be linked to the technical competencies relevant to the vacancy. Moreover, they shall develop competency-based questions which can be used during the job interviews to help them in assessing the candidate's knowledge, skills, and / or abilities in order to select the best fit for the job.

# INTRODUCTION

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## **4. APPLICATIONS OF THE TECHNICAL COMPETENCIES**

### **4.3 Performance Management**

During the performance planning phase the line manager along with the employee shall discuss and agree on goals and competencies which the latter shall achieve and demonstrate during the year. The technical competencies relevant to the job, along with the relevant responsibilities, will help in constructing SMART objectives (S: Specific, M: Measurable, A: Attainable, R: Realistic, and T: Time-Bound).

The line manager shall provide the employee with constant feedback on performance against set goals and competencies during the next steps of the performance management system, i.e. intern review and the annual performance review. Any identified gaps between the employee's performance and the proficiency levels set in the technical and behavioral competencies frameworks will highlight areas for development and will feed the learning and development cycle.

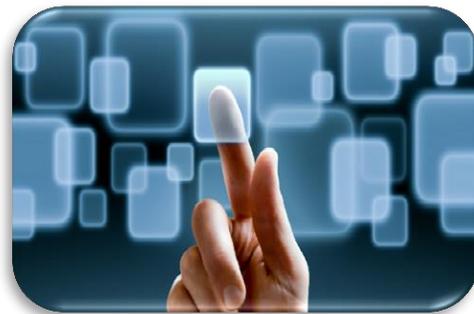
### **4.4 Succession Planning**

Succession planning is a strategic approach by which an entity motivates its employees to further their career growth and supports its business continuity by having an adequate number of qualified, trained, and experienced employees ready to move horizontally or to be promoted to leadership and / or critical positions should circumstances permit.

The Technical Competencies Framework will help the Human Resources Departments along with the line managers and employees in identifying the proficiency level that the employee should demonstrate in order to indicate his / her readiness for the career move. Identified gaps in performance shall be bridged through adequate learning and development activities.

# TECHNICAL COMPETENCIES

# INFORMATION TECHNOLOGY



# INFORMATION TECHNOLOGY

## 01. BUSINESS REQUIREMENTS

*The process of identifying business units' I.T. requirements and fulfilling them in a timely and satisfactory manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Gathers, documents, and gets agreement on I.T. requirements from business units.</li> <li>• Analyzes and prioritizes requirements taking into consideration business benefits and priorities.</li> <li>• Follows through on business units' inquiries, requests, and complaints in a timely manner.</li> <li>• Informs business units about the project's progress.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the business units' issues and seeks information about their current and future I.T. requirements.</li> <li>• Identifies, assesses, documents, and communicates the potential impact of high-level risk associated with the I.T. requirements.</li> <li>• Establishes a common understanding of the requirements across the I.T. team and the concerned business units.</li> <li>• Constantly evaluates prioritized requirements to ensure they still meet the objectives and will deliver the required benefits.</li> <li>• Involves all concerned parties (internal and external) to fulfill the business units' approved I.T. requirements.</li> <li>• Maintains clear communication with business units regarding mutual expectations and monitors their satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Knows the business units' issues and / or seeks information about their real underlying needs, beyond those expressed initially.</li> <li>• Defines and sequences the activities associated with the identified I.T. requirements to ensure timely delivery.</li> <li>• Ensures the involvement of all concerned parties (internal and external) to fulfill the business units' approved I.T. requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts as a trusted advisor and becomes involved in the business units' decision-making process in relation to I.T. requirements.</li> <li>• Works with a long-term perspective in addressing the business units' I.T. requirements.</li> <li>• Sets the climate and creates a culture to attain the business units' focused outcomes.</li> <li>• Demonstrates personal commitment to fulfilling the business units' I.T. requirements in a timely and satisfactory manner.</li> </ul>

# INFOMRATION TECHNOLOGY

## 02. DATA SECURITY MANAGEMENT

*The process of setting, implementing, and updating data security strategies and plans to ensure responding to vulnerabilities and retrieval of data in a timely manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Uses I.T. systems in a secure manner as well as ensures confidentiality and integrity when storing and using data records.</li> <li>• Provides support, administration, and maintenance necessary to ensure effective and efficient I.T. system performance and security.</li> <li>• Identifies, analyzes, and mitigates basic threats relevant to I.T. systems or networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies, responds, and reports data security vulnerabilities (e.g. intrusions and attacks), as well as proposes rectifying measures.</li> <li>• Ensures that only authorized employees can access data.</li> <li>• Supports the investigation of cyber events and / or crimes related to I.T. systems, networks, and digital evidence.</li> <li>• Reviews and evaluates incoming cybersecurity information to determine its usefulness for intelligence.</li> <li>• Arranges for the safe storage of electronic data.</li> <li>• Follows set guidelines related to archiving back-ups, accessing records, and transferring records via different channels.</li> </ul>	<ul style="list-style-type: none"> <li>• Responds to complex data security vulnerabilities in a timely manner.</li> <li>• Investigates cyber events and / or crimes related to I.T. systems, networks, and digital evidence.</li> <li>• Ensures the monitoring and protection of records from any unauthorized access.</li> <li>• Establishes and implements adequate protocols to exchange personal and confidential information.</li> <li>• Contributes to the establishment of a comprehensive plan for data recovery in cases of emergency.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of data security policies, procedures, and processes.</li> <li>• Sets data recovery strategies and plans in order to overcome any emergencies.</li> <li>• Specifies the organization’s compliance controls against the applicable laws, regulations, standards, policies, and procedures; as well as assesses their effectiveness.</li> <li>• Monitors and assesses the information security compliance practices of all personnel in accordance with the organization’s policies and procedures.</li> </ul>

# INFORMATION TECHNOLOGY

## 03. INFORMATION TECHNOLOGY DATABASES

*The process of developing, updating, and monitoring I.T. databases in order to that ensure security and integrity of information.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of database management processes and practices.</li> <li>• Administers the I.T. databases ensuring security and integrity.</li> <li>• Resolves basic database performance and capacity issues using suitable methods.</li> <li>• Implements data synchronization / replication processes between multiple sources, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of database management processes and practices.</li> <li>• Monitors the performance and usage of databases including response time to provide quality database-related services.</li> <li>• Supports the creation of database models.</li> <li>• Implements data migration projects in a timely and accurate manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of database processes and practices.</li> <li>• Identifies, rectifies, and reports database performance issues in order to enhance its capabilities.</li> <li>• Prepares and implements test plans and procedures (e.g. unit tests, end users' acceptance tests, etc.) to assess the effectiveness of the databases.</li> <li>• Overlooks data migration projects to ensure successful completion in a timely manner.</li> <li>• Conducts regular and ad hoc database-related audits in order to ensure integrity.</li> </ul>	<ul style="list-style-type: none"> <li>• Directs the establishment of Master Data Management solutions.</li> <li>• Ensures database optimization and modelling.</li> <li>• Sets measures to secure, back-up, restore and repair database information.</li> <li>• Establishes and ensures the implementation of adequate methods for sharing database information.</li> <li>• Ensures the successful and timely implementation of data migration projects.</li> </ul>

# INFOMRATION TECHNOLOGY

## 04. INFORMATION TECHNOLOGY INFRASTRUCTURE

*The process of providing and managing I.T. infrastructure (e.g. networks, servers, software, hardware, etc.) across the organization in order to fulfill business requirements and needs.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic understanding of I.T. infrastructure management principles and processes.</li> <li>• Understands how I.T. infrastructure integrates with work environments at a basic level from an end-user’s perspective.</li> <li>• Resolves basic I.T. infrastructure-related problems using suitable diagnostic tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements I.T. infrastructure-related knowledge and principles in the workplace.</li> <li>• Resolves complex I.T. infrastructure-related problems using suitable diagnostic tools.</li> <li>• Assesses the performance of the I.T. infrastructure (including networks) and makes recommendations related to its enhancement.</li> <li>• Demonstrates the ability to consider relevant business requirements when designing and upgrading I.T. infrastructure in order to avoid operational setbacks and failures.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates expert knowledge in I.T. infrastructure-related principles, initiatives, and trends.</li> <li>• Resolves non-routine I.T. infrastructure-related problems and makes recommendations concerning improvements.</li> <li>• Oversees and participates in I.T. infrastructure design and upgrade initiatives.</li> <li>• Monitors system logs and activity on all servers and make adequate recommendations to mitigate any potential risks.</li> <li>• Tests new technology, evaluates results, and identifies how to integrate it in the organization’s infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides effective strategic direction to I.T. infrastructure design and upgrade-related initiatives across the organization.</li> <li>• Ensures the application of well-proven practices such as ITIL (I.T. infrastructure library, SANS (SysAdmin, Audit, Network, and Security Institute), and others.</li> <li>• Leads the process of setting-up a multi-layered security strategy to minimize security risks.</li> <li>• Develops and ensures the implementation of relevant standards, guidelines, and control functions to ensure uninterrupted operations.</li> </ul>

# INFOMRATION TECHNOLOGY

## 05. INFORMATION TECHNOLOGY PROGRAMS AND APPLICATIONS

*The process of adopting and integrating new and improved technology solutions to support the organizational objectives.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Understand applicability of new and improved I.T. developments and solutions.</li> <li>• Displays ability to identify potential upgrades, enhancements, new products and their effects.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors recent technology developments and recommends implementation where practical.</li> <li>• Champions productive technology solutions to meet business needs.</li> <li>• Participates in the functional development and specifications of new I.T. solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads implementation of technology upgrades / enhancements.</li> <li>• Analyzes external I.T. developments for data integrity and access control management.</li> <li>• Recommends new systems to automate existing processes and ways to re-engineer business processes to effectively use new technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops organization-wide approach and best practices on the adoption of new technologies and solutions.</li> <li>• Leads and directs the definition and development of new I.T. solutions to improve the efficiency of systems.</li> <li>• Ensures that the organization has the appropriate resources to implement new technology.</li> </ul>

# INFOMRATION TECHNOLOGY

## 06. MAINTENANCE OF I.T. HARDWARE AND SOFTWARE

*The process of performing regular and ad hoc maintenance for the organization's hardware and software to ensure efficient and uninterrupted operations.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of the organization's hardware and software.</li> <li>• Complies with hardware / software installation and maintenance standards and procedures when performing relevant activities.</li> <li>• Performs routine maintenance activities in order to identify and / or prevent occurrences that might hinder operations.</li> <li>• Locates and uses equipment manuals (print or electronic), frequently asked questions (FAQ's), and online help services for maintenance of hardware and software.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates good understanding of the organization's software / hardware.</li> <li>• Performs hardware / software maintenance of complex nature to ensure smooth operations.</li> <li>• Conducts complex tests on hardware / software for maintenance purposes.</li> <li>• Monitors joint access across the organization and system usage to ensure security and immediate maintenance of any problems.</li> <li>• Simulates damage scenarios in order to conduct further analysis on damaged equipment and find comprehensive solutions for recurring problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Participates in the maintenance planning process across the organization.</li> <li>• Supervises and participates in the implementation of scheduled and ad hoc maintenance of hardware / software.</li> <li>• Performs diagnostic functions including replacing suspect components with other serviceable components and reloading of associated software.</li> <li>• Examines supported systems and makes recommendations for improvement.</li> <li>• Reviews reports on security breaches and ensures the implementation of recovery measures in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets maintenance standards for the organization's hardware / software and ensures compliance.</li> <li>• Establishes and ensures the implementation of hardware / software preventive maintenance schedules.</li> <li>• Establishes, updates, and ensures the implementation of a recovery strategy in cases of emergencies.</li> <li>• Reviews, analyzes and evaluates supported systems to determine improvements and / or to make adequate recommendations.</li> <li>• Consults with hardware / software providers in order to ensure provision of specific maintenance services.</li> </ul>

# INFOMRATION TECHNOLOGY

## 07. TECHNICAL SUPPORT

*The process of providing quality technical support services to all employees in a professional and timely manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Uses technical knowledge to help employees across all business units in overcoming I.T. difficulties.</li> <li>• Troubleshoots basic I.T. problems which the users face.</li> <li>• Identifies routine performance problems related to systems, databases, hardware, and software, as well as determines the sources of such problems.</li> <li>• Communicates reported technical problems clearly and in a timely manner to the appropriate maintenance support members.</li> <li>• Maintains and updates records of technical problems reported by users.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the meaning of common error messages and is able to explain them to users in simple language.</li> <li>• Troubleshoots I.T. problems of medium level complication.</li> <li>• Identifies non-routine performance problems related to systems, databases, hardware, and software, as well as determines the sources of such problems.</li> <li>• Follows-up on technical solutions after completion to ensure their continued effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Troubleshoots complex I.T. problems which the users face.</li> <li>• Examines and analyzes reported technical problems in order to identify trends and make adequate recommendations.</li> <li>• Participates in meetings with the maintenance support team to discuss recurring I.T. problems and to find permanent solutions.</li> <li>• Creates and maintains updated databases for problems to ensure the availability of accurate and sufficient information for maintenance jobs and future problem-solving.</li> <li>• Trains users on using hardware / software in an appropriate manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the provision of prompt and quality technical support services to I.T. users across the organization.</li> <li>• Establishes and updates technical support guidelines and manuals.</li> <li>• Meets with the maintenance support team on a regular basis to discuss recurring I.T. problems and to find permanent solutions.</li> </ul>

# HUMAN RESOURCES



# HUMAN REESOURCES

## 01. EMPLOYEES' PERFORMANCE MANAGEMENT

*The process of developing and implementing an effective performance management system to set expected performance and behavior from all employees in the organization.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses awareness of performance management principles and practices.</li> <li>• Demonstrates adequate knowledge of the organization's performance management system.</li> <li>• Explains the simple steps related to the performance management process.</li> <li>• Participates in the initiation of the performance appraisal process and follows-up with business units to ensure adherence to set deadlines for completion.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates advanced knowledge of the organization's performance management system.</li> <li>• Explains how a performance planning process contributes to the achievement of the organization's objectives.</li> <li>• Explains the important methods related to the performance appraisal process.</li> <li>• Clarifies the manager / supervisor's role in receiving and giving feedback that focuses on work.</li> <li>• Facilitates the process of setting employees' objectives which are linked to the department and the organization's objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides consultancy support to successfully implement the organization's performance management system.</li> <li>• Ensures timely implementation of the performance appraisal process.</li> <li>• Supports managers / supervisors in handling difficult employees and in tackling disruptive behaviors.</li> <li>• Conducts quality checks on performance appraisal results across the organization to identify and rectify any discrepancies.</li> <li>• Assists in the design and implementation of appreciation and recognition programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops strategies to determine the effectiveness of the organization's performance management system.</li> <li>• Designs and implements appreciation and recognition programs.</li> <li>• Provides advice on satisfactory employees' performance and on approaches to performance management.</li> </ul>

# HUMAN REESOURCES

## 02. EMPLOYEES' RELATIONS

*The process of ensuring that the appropriate framework, mindset, and practices are in place to embrace or react or respond to the employee / employer relationship.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates an understanding of the HR Law and its Executive Regulations in Independent Federal Entities.</li> <li>• Implements employees' relations-related policies and procedures as well as seeks guidance from supervisor, as necessary.</li> <li>• Responds to the employees' straightforward enquiries regarding set HR policies and procedures.</li> <li>• Supports the resolution of simple employees' disputes in a satisfactory manner to all involved parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of the HR Law and its Executive Regulations in Independent Federal Entities.</li> <li>• Implements employees' relations-related policies and procedures.</li> <li>• Responds to the employees' complex enquiries regarding set HR policies and procedures.</li> <li>• Resolves complex employees' disputes in a satisfactory manner to all involved parties.</li> <li>• Investigates workplace misconduct and recommends appropriate disciplinary action(s).</li> <li>• Supports the revision of the organization's HR policies and procedures to ensure their compliance to relevant rules and regulations.</li> <li>• Analyzes employees' engagement surveys and presents findings to concerned parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates in-depth knowledge of HR Law and its Executive Regulations in Independent Federal Entities.</li> <li>• Responds to employees' non-routine enquiries.</li> <li>• Implements the employees' relations strategy and policies as well as creates awareness about them across the organization.</li> <li>• Supports the establishment of a productive work culture as well as ensures that employees understand their roles and how they contribute to the achievement of the organization's objectives.</li> <li>• Resolves sensitive and non-routine employees' disputes in a satisfactory manner to all involved parties.</li> <li>• Designs and conducts employees engagement surveys, as well as make recommendations based on results.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and ensures the implementation of an effective employees' relations strategy with the desired impact on the organization and its employees.</li> <li>• Creates awareness among employees about the employees' relations strategy and its impact on the achievement of goals and objectives.</li> <li>• Interprets employment-related information and data for making appropriate decisions about the organization's response to employee concerns or third-party representation.</li> <li>• Participates in or facilitates alternate dispute resolution processes and provides for reconciliation and external mediation, when necessary.</li> <li>• Represents the organization's interests in any employment cases escalated to courts, along with relevant parties (e.g. legal, etc.).</li> </ul>

# HUMAN REESOURCES

## 03. HUMAN RESOURCES INFORMATION MANAGEMENT SYSTEMS

*The process of using appropriate technologies and systems that support the gathering, analysis, and reporting of human resources-related information.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates awareness of human resources information management systems (e.g. Bayanati, ORACLE, etc.).</li> <li>• Supports the daily human resources-related operational activities using the human resources information management system.</li> <li>• Utilizes data analytics provided by the human resources management systems to identify trends and to inform the decision-making process.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates the ability to utilize online technical solutions that improve the effectiveness of the human resources processes.</li> <li>• Accesses appropriate data and information to analyze specific business challenges and recommend solutions.</li> <li>• Utilizes the human resources information management systems (e.g. Bayanati, ORACLE, etc.) to generate statistical reports (e.g. attendance, overtime, etc.).</li> <li>• Trains employees on the usage of the self-service feature of the human resources information management system.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the implementation of a technology-driven self-service approach enabling employees to perform basic people-related transactions (e.g. benefit enrollment, information changes, etc.).</li> <li>• Identifies required improvements to the human resources information management systems (e.g. Bayanati, ORACLE, etc.) and makes adequate recommendations in this regard to satisfactorily address the changing needs.</li> <li>• Suggests initiatives to reduce costs and improve customer service based on the understanding of human resources operations and online technologies.</li> </ul>	<ul style="list-style-type: none"> <li>• Directs and ensures the implementation of appropriate human resources information management systems (e.g. Bayanati, ORACLE, etc.) that integrate with enterprise systems to provide efficient and effective reporting and metrics as well as HR services.</li> <li>• Leverages technology to gain efficiencies within the HR function.</li> </ul>

# HUMAN REESOURCES

## 04. LEARNING AND DEVELOPMENT

*The process of identifying and creating learning opportunities that increase the employees' capability and organizational knowledge.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates understanding of basic principles related to learning and development.</li> <li>• Coordinates and organizes training logistics for running internal and external courses.</li> <li>• Organizes the process of preparing training manuals, visual aids, and others.</li> <li>• Provides available resources and processes to facilitate experiential learning and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding for all learning and development principles and practices.</li> <li>• Analyzes learning needs to guide the preparation of the annual learning and development activities.</li> <li>• Plans for internal or external resources to deliver appropriate development interventions.</li> <li>• Designs and reviews training programs based on individual and collective learning needs in the organization.</li> <li>• Analyzes feedback surveys and generates relevant reports.</li> <li>• Conducts studies on training-related return on investment (ROI).</li> <li>• Creates a forum of internal social networks for effective sharing of knowledge among employees.</li> <li>• Develops programs to promote the transfer of knowledge to and from experienced and junior employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates in-depth knowledge of new trends and concepts in the learning and development field.</li> <li>• Manages learning and development activities, as well as provides guidance when designing and preparing training programs.</li> <li>• Consults with the management and launches surveys to identify learning and development needs.</li> <li>• Designs feedback surveys and ensures their distribution and analyses to improve future learning and development activities.</li> <li>• Analyzes the findings of the training-related return on investment (ROI) and makes adequate recommendations.</li> <li>• Amends programs as necessary to adapt to changes that affect the work environment.</li> <li>• Develops staff's capabilities using effective learning and development strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates long-term learning and development strategies to develop organizational talent.</li> <li>• Develops and ensures the implementation of training-related return on investment (ROI) strategies.</li> <li>• Develops and ensures the implementation of learning and development policies, procedures, and processes.</li> <li>• Directs all activities related to organizational learning and development, knowledge management, and the exchange of information about practices and innovations.</li> <li>• Guides the process of identifying and developing critical competencies.</li> <li>• Designs approaches for resolving competency deficiencies in current and emerging leaders.</li> </ul>

## HUMAN REESOURCES

### 05. MANPOWER PLANNING AND RECRUITMENT

*The process of developing and implementing adequate activities related to employees' sourcing, recruiting, and on-boarding.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates an understanding of manpower planning and recruitment policies and procedures.</li> <li>• Assists in identifying current and future manpower needs.</li> <li>• Utilizes a wide variety of talent sources to recruit, screen, and evaluate candidates.</li> <li>• Performs on-boarding formalities for newly joining employees.</li> <li>• Understands sponsorship and visa requirements for foreign nationals.</li> <li>• Maintains accurate records related to employment such as recruitment, transfers, performance appraisals, and absence rates.</li> <li>• Prepares statistical reports related to manpower planning and recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidates and analyses the organization's manpower planning-related requirements.</li> <li>• Drafts job descriptions, in liaison with different parties, to meet organizational resource needs and to attract qualified candidates.</li> <li>• Seeks and utilizes a wide variety of talent sources to recruit, screen, and evaluate applicants.</li> <li>• Identifies, selects, and utilizes appropriate interview and selection techniques that best demonstrate a candidate's technical skills, organizational fit, and competency alignment.</li> <li>• Supports the design and the implementation of an on-boarding program, in liaison with all concerned parties, for newly joining employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the implementation of the manpower planning and Emiratization strategies.</li> <li>• Reviews and makes recommendations to update manpower planning and recruitment-related policies and procedures.</li> <li>• Plans and supervises manpower planning-related activities.</li> <li>• Interprets manpower plans and market data in order to make sound business decisions and recommendations.</li> <li>• Analyzes staffing levels and assesses manpower readiness against organizational needs in order to make informed decisions regarding human resource allocation across the organization.</li> <li>• Provides adequate recruitment solutions within set timeframes.</li> <li>• Designs an on-boarding program for newly joining employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the organization's strategy and translates it into a robust plan that attracts and retains high-performing candidates.</li> <li>• Develops manpower planning strategies including Emiratization programs and initiatives.</li> <li>• Develops and ensures the implementation of strategies for sourcing, hiring, and retaining high-performing employees, using internal and external resources.</li> <li>• Provides guidance on manpower planning based on current and future needs of the organization and key stakeholders.</li> <li>• Establishes an employer value proposition and employment brand that supports the attraction and retention of qualified candidates.</li> </ul>

# HUMAN REESOURCES

## 06. REWARDS MANAGEMENT

*The process of designing and administering compensation and benefits schemes that support the recruitment, recognition, and retention of employees.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of compensation and benefits practices and concepts.</li> <li>• Complies with compensation and benefits practices, laws, and regulations.</li> <li>• Processes compensation and benefits-related activities in a timely manner.</li> <li>• Supports the process of conducting job analyses and evaluations.</li> <li>• Differentiates between government-mandated and voluntary benefit approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates awareness of compensation and benefits trends in the marketplace.</li> <li>• Implements the organization's compensation and benefits scheme accurately and fairly.</li> <li>• Performs accurate job analyses and evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands organizational strategy and recommends the best balance of monetary and non-monetary payment and rewards offered to employees.</li> <li>• Interprets remuneration surveys and market data in order to make sound business decisions and recommendations about the design, delivery, and success of a total rewards program.</li> <li>• Supports the design, review, and / or amendment of the organization's compensation and benefits scheme taking into consideration relevant implications.</li> <li>• Reviews the results of the job analyses and evaluation process and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Designs organizational compensation and benefits strategies and plans that align with the organization's mission, vision, and values.</li> <li>• Designs, reviews, and ensures the implementation of executive compensation approaches that directly connect individual performance to organizational success.</li> </ul>

# HUMAN REESOURCES

## 07. TALENT MANAGEMENT

*The process of meeting the organization's talent needs and closing critical skill gaps using data-driven processes (e.g. succession planning, leadership development, etc.) that inform HR initiatives.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of talent management-related principles and practices.</li> <li>• Collects and analyzes data related to talent management initiatives and programs (e.g. succession planning, leadership development, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of talent management-related principles and practices.</li> <li>• Demonstrates basic knowledge of assessment and development center-related practices.</li> <li>• Facilitates the succession planning process to optimize organizational growth and effectiveness.</li> <li>• Participates in the design of leadership assessments and development interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses advanced knowledge of talent management-related principles and practices.</li> <li>• Supports the development of talent-management strategies.</li> <li>• Conducts assessment and development centers to support talent management initiatives.</li> <li>• Creates awareness across the organization with regard to talent management initiatives and programs.</li> <li>• Plans and implements short-term strategies to build individual skills, knowledge, abilities, and competencies that support organizational bench strength.</li> <li>• Demonstrates the ability to interpret growth or retraction trends in order to make adequate recommendations as to organizational size, structure, and reporting relationships, as well as to acquisition of competencies, knowledge, skills, and abilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and ensures the implementation of talent management-related strategies (e.g., leadership development, succession planning, etc.) to address organizational gaps between current and future employees' competencies, knowledge, skills, and abilities.</li> <li>• Designs strategies for restructuring the organization based on an understanding of its evolutionary stage (i.e. introduction, growth, maturity, or decline) so that to address the unique needs of each stage in terms of size and structure.</li> <li>• Manages assessment and development center practices and ensures compliance to set standards and confidentiality.</li> </ul>

# FINANCE AND ACCOUNTING



# FINANCE AND ACCOUNTING

## 01. ACCOUNTING

*The process of performing accounting activities in line with recognized local and international standards.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates awareness and knowledge of the professional accounting standards.</li> <li>• Applies accounting principles to accurately record financial transactions and maintain appropriate supporting documentation.</li> <li>• Performs accounting activities and calculates non-complex provisions using appropriate methods.</li> <li>• Performs month-end close activities and provides accurate and timely financial submissions.</li> <li>• Reconciles sub-ledgers to general ledger and performs other related account reconciliations.</li> <li>• Understands the different components and interdependencies of the organization's chart of accounts.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews the accuracy and legitimacy of recorded financial transactions and related reports.</li> <li>• Assists in developing and implementing new accounting and reporting processes.</li> <li>• Monitors the receivables process, identifies ways to mitigate debt-related risks, and calculates non-routine provisions.</li> <li>• Overlooks the payables process and calculates the impact of creditors on financial ratios.</li> <li>• Oversees all month-end close processes and activities.</li> <li>• Reconciles complex accounts involving inconsistent data from non-integrated systems.</li> <li>• Defines new general ledger accounts and ensures proper maintenance of the organization's chart of accounts.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates advanced level understanding of accounting standards.</li> <li>• Develops, manages, and executes plans for the implementation of new or updated accounting and reporting processes.</li> <li>• Identifies potential issues associated with unusual or complex transactions, as well as reviews and approves the appropriate treatment.</li> <li>• Resolves exceptional situations in the receivables process, calculates complex provisions, and advises on debtor risk mitigation methods.</li> <li>• Manages centralized, complex accounts payable processes as well as alternative processes related to payables.</li> <li>• Simplifies, improves, and harmonizes existing and complex processes and systems for account reconciliations and month-end closing.</li> <li>• Defines and designs effective charts of accounts.</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees accounting standards selected and implemented by the organization.</li> <li>• Identifies potential issues associated with proposed accounting and reporting processes.</li> <li>• Designs receivables and payables processes and relevant strategies according to best practices.</li> <li>• Produces guidelines and policies for accounting operations as well as formulates risk mitigation strategies for bad debts.</li> <li>• Provides advice on process improvement, governance, and exceptional situations.</li> <li>• Strategically leads implementation of the design and function of the organization's chart of accounts according to best practices.</li> </ul>

# FINANCE AND ACCOUNTING

## 02. BUDGETS

*The process of forecasting expenditure and preparing, monitoring, and managing budgets.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates theoretical knowledge of budget preparation and cost monitoring methods and techniques.</li> <li>• Contributes to budgeting and expenditure forecasting processes.</li> <li>• Applies basic modelling, forecasting, and planning techniques.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinates budget preparation, challenging submissions and seeking synergies upon consolidation.</li> <li>• Provides the business with relevant financial support to enable effective planning while applying moderate budgeting and forecasting techniques.</li> <li>• Provide reasoned advice on modelling, planning, and forecasting with references to cost, time, and quality which might include an understanding of some aspects of the organization's strategic direction.</li> <li>• Suggests corrective actions to ensure that the financial resources comply with dedicated budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and ensures effective and consistent modelling, planning, and forecasting processes across business units, as well as identifies and implements best practices in these processes.</li> <li>• Demonstrates the ability to prepare long-term plans, budgets, and procedures to reduce costs in line with strategic objectives.</li> <li>• Demonstrates the ability to develop tools that help in evaluating and monitoring future trends in expenditure.</li> <li>• Demonstrates the ability to set guidelines and measures related to project budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides critical inputs into the business planning and expenditure forecasting processes.</li> <li>• Innovates to enhance the business impact of budgeting.</li> <li>• Sets and defines the budgeting framework and leads the budgeting process.</li> <li>• Provides insight and strategic advice on trends, industry, market factors, and other cost drivers that affect the organization's budget.</li> </ul>

# FINANCE AND ACCOUNTING

## 03. FINANCIAL ANALYSIS AND REPORTING

*The process of analyzing financial data and creating internal and external financial reports using appropriate accounting and / or regulatory requirements.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Uses financial analysis tools and methods to evaluate the organization's performance, its financial state, the effectiveness of its use of working capital and its creditworthiness.</li> <li>• Applies quantitative techniques to evaluate commercial and financial decisions; as well as determines and challenges the assumptions that drive commercial decisions.</li> <li>• Prepares profit and loss, economic value added and cash flow analysis to enable decision-making.</li> <li>• Evaluates changes in account balances and identifies items requiring escalation.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies common quantitative techniques to model the economic, fiscal and accounting impact of typical commercial activities or standard financial structures and instruments.</li> <li>• Provides analysis to support decision-making, including presenting economic outcomes, identifying the key value drivers, benefits, sensitivities and risks, accounting and fiscal implications.</li> <li>• Prepares and analyses financial issues, reviews variance analyses and account reconciliations, and identifies significant items requiring the attention of higher-level management.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews outputs of financial and cash flow analyses to develop views and guide management.</li> <li>• Resolves significant reporting variances and / or recommends corrective actions where needed.</li> <li>• Approves and presents financial statements and analysis to senior management and provides recommendations for improvements.</li> <li>• Designs reporting and monitoring processes to track performance against the organization's objectives.</li> <li>• Applies sophisticated quantitative analysis to identify the business, commercial and financial impact on the organization of different courses of action; as well as advises on actions or options to improve the modelled outcome.</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets and translates financial statements to drive strategic and successful business decisions.</li> <li>• Provides guidance to the business using best practices in cash flow analysis.</li> <li>• Sets standards for financial analysis to support strategic direction and comparison.</li> <li>• Advises on the ethical selection and adoption of relevant financial reporting processes.</li> <li>• Develops and implements finance solutions to complex and high value commercial decisions including all aspects of non-technical risk and business delivery.</li> </ul>

## FINANCE AND ACCOUNTING

### 04. FINANCIAL INFORMATION MANAGEMENT SYSTEMS

*The process of identifying and utilizing suitable financial information management systems.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>Demonstrates understanding of the financial information management systems and their functionality.</li> <li>Possesses working knowledge of the financial information management systems in place (MS Office, ORACLE, SAP, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Develops and maintains computer literacy on applications critical to the effectiveness and efficiency of internal accounting processes and procedures.</li> <li>Monitors the applications and effectiveness of the financial information management systems.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates in-depth understanding of functionality (i.e. knows what the right answer is and how data should flow).</li> <li>Manages accounting software and ensures maintenance of accurate records.</li> <li>Proactively shares knowledge across the business to streamline systems.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that financial information management systems employ most appropriate technology.</li> <li>Develops and communicates strategic vision regarding the financial information management systems and supporting technology.</li> </ul>

# FINANCE AND ACCOUNTING

## 05. FINANCIAL RESOURCES MANAGEMENT

*The process of identifying, securing, distributing, and managing financial resources in an effective manner so that the organization's strategic objectives are achieved.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of financial accounting, preparation of financial reports, and gathering of accounts payables and accounts receivables.</li> <li>• Demonstrates awareness of various sources of financial data, report preparation mechanisms, and financial systems and processes.</li> <li>• Assists in the preparation of financial risk analysis related to projects.</li> <li>• Recognizes the importance of financial issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes responsibility for planning, budgeting, financial report preparation, and important processes related to financial management; as well as responds to enquiries related to his / her area of expertise.</li> <li>• Implements concepts related to risk mitigation in order to reduce losses.</li> <li>• Identifies and implements systems, procedures, and processes to improve financial resources management.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares long-term financial performance plans which are aligned with the organization's strategic objectives.</li> <li>• Identifies and recommends planning and financial management tools which assist in evaluating and monitoring expenditure.</li> <li>• Demonstrates the ability to measure the effectiveness of risk mitigation.</li> <li>• Evaluates the financial implications of strategic decisions across the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets the organization's strategic direction related to financial resources.</li> <li>• Oversees the preparation of long-term financial performance plans which are aligned with the organization's strategic objectives.</li> </ul>

## FINANCE AND ACCOUNTING

### 06. FINANCIAL RISK MANAGEMENT

*The process of identifying, assessing, mitigating, and managing financial risks that the organization might be exposed to in line with set policies and procedures.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic understanding of the application of the financial risk management policies.</li> <li>• Understands effective controls or mitigation options to manage specific risks and refer to experts where appropriate.</li> <li>• Applies relevant financial risk regulations, policies and procedures to non-complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Participates in financial risk assessment and identification activities.</li> <li>• Identifies and assesses the impact and likelihood of financial risks to achieving business objectives.</li> <li>• Monitors the effectiveness of actions taken to manage identified financial risks and intervenes as appropriate.</li> <li>• Understands, develops and prepares financial risk reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops innovative approaches to managing significant financial risks effectively and efficiently.</li> <li>• Diagnoses significant, unusual and emerging financial risks to which the organization is exposed.</li> <li>• Develops and implements appropriate financial risk mitigation plans for significant and unusual risks to which the organization is exposed.</li> <li>• Provides advice on business continuity mechanisms, defines appropriate financial risk responses for reasonably foreseeable emergency scenarios and events.</li> <li>• Designs and implements financial risk reporting systems and communicates to senior management risk processes and results including recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops innovative and strategic approaches to managing significant financial risks across the organization.</li> <li>• Advises on the application of the financial risk management policies, industry best practices, and the organization’s guidelines.</li> <li>• Advises on the applicable aspects of risk identification and assessment.</li> <li>• Analyzes trends in financial risk management and internal control, evaluates implications, as well as defines and implements adequate responses.</li> <li>• Interprets risk reporting and makes effective decisions based on high-level understanding and expertise.</li> </ul>

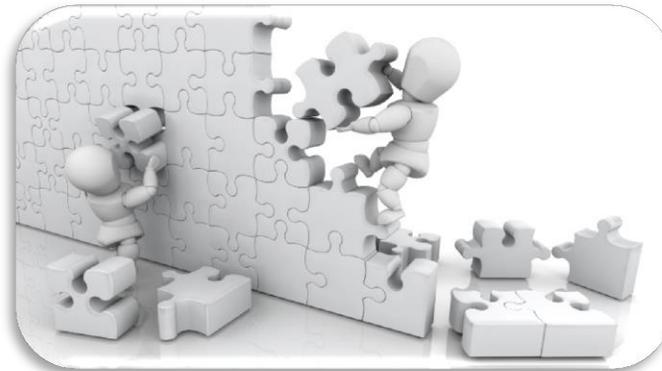
## FINANCE AND ACCOUNTING

### 07. SUPPLY CHAIN MANAGEMENT

*The process of identifying and fulfilling the business units' procurement-related needs in a satisfactory and timely manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of supply chain management principles and practices.</li> <li>• Complies with procurement and supply chain policies and procedures.</li> <li>• Supports the identification of the business units' procurement needs.</li> <li>• Requests price quotations from suppliers.</li> <li>• Works closely with the business units and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans, organizes, and executes the supply chain activities in line with business needs.</li> <li>• Prepares tender documents based on the business units' needs.</li> <li>• Supports the technical and financial evaluation of submitted tenders in response to issued requests for proposals.</li> <li>• Demonstrates adequate knowledge of contract preparation in terms of legislations, terms, and conditions.</li> <li>• Supports negotiations with suppliers in order to ensure cost-effectiveness and quality of deliverables.</li> <li>• Reviews the suppliers' performance against objectives, service level agreements, and benchmarks in order to make relevant recommendations related to renewal or cancellation of contractual agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of supply chain management principles and practices as well as contract preparation and management.</li> <li>• Supports business units in identifying their needs of supplies and responds to ad hoc supply requirements in an efficient and timely manner while ensuring smooth operations.</li> <li>• Monitors the process of preparing and issuing purchase orders / tenders and relevant contracts.</li> <li>• Contributes to the technical and financial evaluation of submitted tenders in response to issued requests for proposals.</li> <li>• Ensures that all suppliers' deliverables comply with the procurement policies, ethical standards, and any applicable legislative frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, directs, and ensures the implementation of supply chain-related strategies, policies, procedures, and processes.</li> <li>• Directs the establishment of service level agreements with the business units in order to deliver satisfactory and timely procurement services to business units.</li> <li>• Ensures the appropriate selection of suppliers to ensure quality deliverables to the organization.</li> </ul>

# ORGANIZATIONAL DEVELOPMENT



# ORGANIZATIONAL DEVELOPMENT

## 01. BUSINESS PROCESS MANAGEMENT

*The process of planning and monitoring structured activities or operations that generate specific service or product.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates awareness of key business processes and key metrics associated with each business unit.</li> <li>• Complies with relevant processes and operating procedures and draws attention to issues that get in the way of process compliance.</li> <li>• Contributes to and makes suggestions for process improvement activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the elements that make up each key business process and the performance measures that can be applied to each.</li> <li>• Proactively identifies process improvement opportunities while taking into consideration industry trends and best practices.</li> <li>• Ensures standardization is applied to all processes — creating, developing, improving and complying with the standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets up business processes to deliver successful outcomes, assesses their effectiveness and reviews performance measures relating to each.</li> <li>• Identifies opportunities for synergy and integration of processes and influences others to identify more efficient sustainable processes.</li> <li>• Sets demanding and realistic targets for process improvement and ensures changes to existing processes are carried out in a systematic and logical way.</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarks internal performance against external indicators and applies best practice to the business.</li> <li>• Defines and prioritizes process improvement and manages key business processes from end-to-end to ensure that they add value to the business.</li> <li>• Drives opportunities to integrate, standardize and simplify systems and processes.</li> </ul>

# ORGANIZATIONAL DEVELOPMENT

## 02. KNOWLEDGE MANAGEMENT

*The process of capturing, developing, sharing, and effectively using organizational knowledge to achieve the organization's objectives.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates awareness of the knowledge and information relevant to own role and the value that this brings to work.</li> <li>• Understands the range of knowledge sources relevant to own work, and demonstrates the ability to find and select what is needed for a task using appropriate tools and techniques.</li> <li>• Uses the processes, standards and guidelines required to manage knowledge and information at work.</li> <li>• Recognizes the risks resulting from using information inappropriately and demonstrates judgement in assessing information and selecting the best information to use.</li> <li>• Effectively uses standard retrieval and dissemination tools, as well as complies with knowledge and information dissemination policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Grows own knowledge through networking and learning from others within and outside the organization.</li> <li>• Appreciates the value of sharing knowledge and information appropriately and participates in activities that encourage and facilitate sharing.</li> <li>• Researches methods and approaches for delivering value through improved knowledge management approaches.</li> <li>• Supports and facilitates the development and implementation of knowledge management processes across the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate awareness of knowledge management practices.</li> <li>• Identifies, develops and articulates knowledge management strategies that will add value to the organization.</li> <li>• Develops knowledge management processes which can be embedded in key business processes and ensures that relevant activities are coordinated across the organization.</li> <li>• Identifies business opportunities to deliver value through improved knowledge management approaches and processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates strategies to ensure the retention of organizational knowledge.</li> <li>• Ensures that knowledge management strategies are embedded within the organization's strategies and key business processes.</li> <li>• Engages with thought leaders within and outside the organization in order to identify the value of knowledge and information to the organization and develop a knowledge-based vision.</li> <li>• Fosters a knowledge and information rich culture and ensures that knowledge management competencies are recognized in order to develop individual and organizational capabilities.</li> <li>• Directs the development and adoption of appropriate knowledge management processes, tools, and standards.</li> </ul>

## ORGANIZATIONAL DEVELOPMENT

### 03. ORGANIZATIONAL PERFORMANCE

*The process of measuring and monitoring performance to ensure organizational goals are met.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses the ability to enter data into the relevant systems accurately and in a timely manner.</li> <li>• Interprets and provides basic analysis of management information and links it to business units' strategies and operational performance.</li> <li>• Analyses business results, identifies learning points and helps to communicate them across the organization.</li> <li>• Distinguishes between internal and external factors that have an impact on performance, as well as analyzes market and best practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates proposals for new transactions or ways of doing business based upon a sound business understanding.</li> <li>• Sets-up, prepares and leads assessments that enable effective monitoring as well as improvement of business performance.</li> <li>• Assists line management in preparing action plans for identified areas of improvement.</li> <li>• Monitors the organization's performance based on set key performance indicators and reports any deviation or needs for amendments.</li> </ul>	<ul style="list-style-type: none"> <li>• Selects and uses financial and non-financial key performance indicators to assess performance.</li> <li>• Interprets trends from strategic and operational reports, as well as identifies and evaluates risk in complex scenarios.</li> <li>• Interprets and analyzes management information, in the context of the external environment and business objectives, to advise decision-makers.</li> <li>• Identifies and manages non-technical risk arising during the delivery of products and / or services in the pursuit of business opportunities.</li> <li>• Evaluates the impact that key portfolio decisions will have on costs and other key performance indicators and integrates impacts in on-going performance management.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and continuously improves the performance management framework and assessment methodology.</li> <li>• Advises the business at executive level on effective performance management.</li> <li>• Advises on the optimal use of organizational resources such as working capital, credit and risk management.</li> <li>• Advises business decision-makers in selecting appropriate strategic and operational indicators.</li> </ul>

## ORGANIZATIONAL DEVELOPMENT

### 04. TOTAL QUALITY MANAGEMENT

*The process of identifying and implementing total quality management programs across the organization using adequate tools and methodologies.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of quality management and organizational excellence concepts and models.</li> <li>• Identifies, analyzes, and classifies information related to quality programs adopted by the organization.</li> <li>• Follows-up on action plans resulting from quality audits and organizational excellence assessments.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate understanding of quality standards and the criteria of organizational excellence models.</li> <li>• Plans and supports the implementation of quality audits and assessments.</li> <li>• Identifies areas of strength and areas for improvement based on quality audits and assessments using adequate tools and methods.</li> <li>• Makes recommendations related to corrective / preventive actions to ensure quality control and assurance.</li> <li>• Communicates quality-related messages across the organization to ensure awareness of relevant programs / schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of local and international quality standards and organizational excellence models.</li> <li>• Establishes suitable quality programs / schemes, in liaison with the concerned parties, and ensures commitment across the organization.</li> <li>• Oversees quality audits and organizational excellence assessments to ensure accuracy and objectivity.</li> <li>• Reviews the results of quality audits and assessments along with identified areas of strength and areas for improvement in order to make adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets and ensures the implementation of quality standards and criteria along with assessment methodologies.</li> <li>• Creates an environment that supports quality and organizational excellence-related initiatives across the organization.</li> <li>• Directs benchmarking activities in order to ensure learning from best practices on local and international levels.</li> </ul>

# GOVERNANCE AND AUDITING



# GOVERNANCE AND AUDITING

## 01. COMPLIANCE

*The process of examining, analyzing, and providing an independent and objective opinion on the effectiveness of the organization's operations.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Executes audits to provide independent and objective assurance, including preparing audit draft reports and parts of the audit program by applying the organization's set internal audit methodology.</li> <li>• Maintains manuals of authority for specific areas.</li> <li>• Identifies required resources to complete an individual audit.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares the audit program for each audit as well as develops efficient and effective assurance activities.</li> <li>• Reviews assurance plans and audit programs to ensure appropriate coverage.</li> <li>• Manages several audits simultaneously while ensuring the achievement of audit objectives.</li> <li>• Manages all parts of the auditing process as well as the audit team members to ensure high quality outputs within an agreed timeframe.</li> <li>• Compiles audit results and follows-up with concerned parties on corrective / preventive actions.</li> <li>• Ensures that audit results are based on adequate evidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures proposed audit programs focus on the material risks for the area under audit and is compliant with all relevant internal and external standards</li> <li>• Addresses significant, complex and non-routine issues with respect to the audit plan and advises others on how to perform audit assessments.</li> <li>• Establishes and maintains quality control measures to ensure performance of audits according to set criteria.</li> <li>• Reviews audit reports to ensure linkage between results and recommendations related to risk, monitoring, and governance.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies and oversees best practices and drives innovative and strategic changes to audit practices.</li> <li>• Directs the implementation of the audit programs in a timely and accurate manner.</li> <li>• Develops and ensures the implementation of risk mitigation plans.</li> <li>• Ensures the update of the risk register so it considers audit results (whether from internal or external audits) and taken measures.</li> </ul>

# GOVERNANCE AND AUDITING

## 02. CORPORATE GOVERNANCE

*The process of implementing a control framework to ensure the integrity of operations, financial, and accounting practices.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>Understands the internal control framework and the type of risks to mitigate.</li> <li>Identifies, interprets, and applies control guidelines and requirements on specific governance issues.</li> <li>Actively promotes the application of risk management and risk-based approach to internal control.</li> <li>Implements financial controls, specific user access, and / or data integrity controls.</li> <li>Performs regular reviews of segregation of duties conflicts.</li> </ul>	<ul style="list-style-type: none"> <li>Assists in the development and implementation of governance frameworks and fit-for-purpose financial controls.</li> <li>Establishes processes to monitor compliance and effectiveness of financial controls in line with the organization's methodology.</li> <li>Identifies, develops, and implements process improvements where needed.</li> <li>Implements data integrity and user access controls to mitigate risks associated with specific processes.</li> <li>Assesses potential impact of segregation of duties conflicts; as well as identifies and implements remediation and / or compensating controls.</li> </ul>	<ul style="list-style-type: none"> <li>Acts as a custodian and maintains the integrity and consistency of business governance and control frameworks.</li> <li>Monitors risk-based system of financial control; as well as develops solutions for the effectiveness of existing controls to manage the business risks.</li> <li>Manages, remediates and enforces compliance procedures, as well as defines and implements end-to-end user access management processes and standards (covering role design, access provisioning, monitoring and remediation).</li> <li>Drives the standardization and integration of risk-based user access management processes by making optimal use of system controls and available I.T. solutions.</li> <li>Investigates reported risks and ensures that corrective actions are in place.</li> </ul>	<ul style="list-style-type: none"> <li>Defines fit-for-purpose frameworks and ensures implementation and full compliance of control policies across the organization.</li> <li>Evaluates the implications of changes in regulations and best practices related to governance and financial controls, as well as drives implementation of organization-wide responses.</li> <li>Creates risk-based governance frameworks to handle complex and unusual business activities and issues.</li> <li>Leads benchmarking or process improvement initiatives to improve controls.</li> </ul>

# GOVERNANCE AND AUDITING

## 03. DATA GATHERING AND ANALYSIS

*The process of utilizing adequate tools to gather and analyze data.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>Identifies sources of information related to a specific topic which is of interest to the organization.</li> <li>Prepares reports which summarize and clarify the results of data gathering.</li> <li>Analyzes basic information using adequate analyses tools.</li> <li>Applies quantitative techniques to evaluate decisions; as well as determines and challenges the assumptions that drive such decisions.</li> <li>Identifies relationships between events and information.</li> </ul>	<ul style="list-style-type: none"> <li>Gathers and interprets complex information through different means (e.g. surveys, interviews, focus groups, etc.) and ensures accuracy and timeliness.</li> <li>Identifies and validates the different sources of evidence, their link to the subject, and their limitations.</li> <li>Provides analysis to support decision-making, including identifying the key value drivers, benefits, sensitivities, and risks.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes adequate data gathering and analysis policies and procedures.</li> <li>Challenges assumptions and their underlying logic as well as seeks inputs from multiple sources to gain a clear and comprehensive understanding of an issue.</li> <li>Perceives relationships and patterns within information as well as between causes and effects.</li> <li>Analyzes and interprets data to reach conclusions and make recommendations related to changes or improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures the establishment of adequate data gathering and analysis policies and procedures.</li> <li>Advises on the ethical selection and adaptation of relevant data gathering and analysis processes.</li> <li>Uses systems thinking to investigate the complex relationships between seemingly unrelated issues and considers the wider context in order to make solid conclusions.</li> <li>Interprets and analyzes data to drive strategic and successful business decisions.</li> <li>Provides guidance to the organization using best practices in data gathering, analysis, and interpretation.</li> </ul>

# GOVERNANCE AND AUDITING

## 04. RISK MANAGEMENT

*The process of identifying, assessing, mitigating, and managing financial and non-financial risks that the organization might be exposed to in line with set policies and procedures.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>Possesses basic understanding of the application of the organization-wide risk management policies.</li> <li>Understands effective controls or mitigation options to manage specific risks and refer to experts where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Applies relevant risk regulations, policies and procedures to non-complex issues.</li> <li>Participates in organization-wide risk assessment and identification activities.</li> <li>Identifies and assesses the impact and likelihood of organization’s risks to achieving business objectives.</li> <li>Monitors the effectiveness of actions taken to manage identified risks and intervenes as appropriate.</li> <li>Understands, develops and prepares risk reports.</li> </ul>	<ul style="list-style-type: none"> <li>Develops innovative approaches to managing significant organization-wide risks effectively and efficiently.</li> <li>Diagnoses significant, unusual and emerging risks to which the organization is exposed.</li> <li>Develops and implements appropriate risk mitigation for significant and unusual risks to which the organization is exposed.</li> <li>Provides advice on business continuity management mechanisms, defines appropriate risk responses for reasonably foreseeable emergency scenarios and events.</li> <li>Designs and implements risk reporting systems and communicates to senior management risk processes and results including recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Develops innovative and strategic approaches to managing significant organization-wide risks.</li> <li>Advises on the application of the risk management policies, industry best practices, and the organization’s guidelines.</li> <li>Advises on the applicable aspects of risk identification and assessment.</li> <li>Analyzes trends in risk management and internal control, evaluates implications, as well as defines and implements adequate responses.</li> <li>Interprets risk reporting and makes effective decisions based on high-level understanding and expertise.</li> </ul>

# AUXILIARY SERVICES



## AUXILIARY SERVICES

### 01. DOCUMENTATION AND ARCHIVING

*The process of collecting, organizing, storing, disposing, and providing access to documentation / records in line with set policies and procedures.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Captures and collects documentation from internal and external sources in line with set policies and procedures.</li> <li>• Stores, protects and preserves documentation so that they are available, understandable and useable for those who require access to them.</li> <li>• Adheres to security procedures when storing, transferring, or disposing confidential materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that documentation is collected, archived, and protected as per set policies, procedures, and processes.</li> <li>• Examines requests to access documentation and makes recommendations related access privileges.</li> <li>• Conducts regular quality checks on the archiving practice and makes recommendations concerning corrective / preventive actions.</li> <li>• Ensures adherence to security procedures when storing, transferring, or disposing confidential materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Assists in the development of documentation and archiving policies, procedures, and processes (including retention and disposal) in line with legal requirements and best practices.</li> <li>• Compares alternative systems for record maintenance, archiving, and disposal as well as make adequate recommendations.</li> <li>• Provides orientation to users on how to use the documentation and archiving facilities and services.</li> <li>• Advises management on legal issues such as access to information and privacy, copyright and other information-related issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and ensures the implementation of documentation and archiving policies, procedures, and processes.</li> <li>• Plans and designs document management programs and services.</li> <li>• Designs and ensures the application of classification schemes that utilize consistent methods of organizing documents and creating descriptive records and metadata.</li> <li>• Approves access requests related to documentation / records (including retrieval, reference, etc.).</li> <li>• Recommends storage facilities and solutions as well as security systems for both physical storage facilities and electronic records repositories.</li> </ul>

## AUXILIARY SERVICES

### 02. OFFICE MANAGEMENT

*The process of providing quality office management support services in line with set policies and procedures.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates an awareness of fundamental business principles and an understanding of the overall industry in which the organization operates.</li> <li>• Operates office equipment (e.g. scanner, fax, etc.) efficiently and ensures their maintenance.</li> <li>• Ensures availability of office supplies and their replenishment on a timely basis.</li> <li>• Possesses basic knowledge of filing systems and correspondence-related procedures.</li> <li>• Possesses basic skills in using different word processing software.</li> <li>• Follows set guidelines / procedures related to preparing administrative documents and templates</li> <li>• Follows-up on budgets, inventory / supplies, projects, and others using relevant methods and databases.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates sound judgment and the ability to make reasonable decisions in the absence of direction.</li> <li>• Uses analytical skills and a broad understanding of the business to effectively interpret and anticipate needs.</li> <li>• Demonstrates advanced proficiency by quickly adapting to new technology and easily acquiring new technical skills</li> <li>• Organizes, drafts, and prepares different types of documents and presentations.</li> <li>• Ensures the provision of office support resources in line with the organization’s requirements.</li> <li>• Facilitates all printing services for different documents and publications.</li> <li>• Establishes and updates filing and archiving systems in order to facilitate adequate storage, retrieval, and disposal of documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and provides guidance to co-workers in the administrative field.</li> <li>• Oversees long-term administrative projects to ensure completion despite of contingencies.</li> <li>• Uses automated office systems to create complex, non-routine presentations, documents, and reports.</li> <li>• Ensures the usage of the office filing and archiving system and the adherence to document control policies and procedures.</li> <li>• Identifies opportunities for improving administrative processes and makes recommendations accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes administrative-related policies, procedures, and processes.</li> <li>• Recommends suitable office administration-related software and systems to be used across the organization.</li> <li>• Sets quality criteria based on best practices for administrative jobs.</li> <li>• Motivates administrative employees to conduct work effectively; and acts as a role model for this category of employees.</li> </ul>

## AUXILIARY SERVICES

### 03. TRANSLATION

*The process of translating documents as well as conducting simultaneous translation from one language to another accurately and in a timely manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses knowledge of targeted languages.</li> <li>• Performs simple translation assignments.</li> <li>• Understands grammatical, lexical and idiomatic structures as well as the graphic and typographic conventions of targeted languages.</li> <li>• Drafts, rephrases, restructures, condenses, and post-edits rapidly and accurately.</li> <li>• Uses references such as dictionaries, encyclopedias, and others as required to ensure accuracy of translation.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of translation theories and practices.</li> <li>• Performs complex translation assignments in an accurate and timely manner.</li> <li>• Proofreads, reviews the translation of technical terms to ensure accuracy and consistency.</li> <li>• Extracts and summarizes the essential information in a document.</li> <li>• Searches for appropriate information to gain a better grasp of the thematic aspects of a translation assignment.</li> <li>• Conducts researches to identify new tools and techniques to improve translation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses advanced knowledge of writing and translation theories and practices.</li> <li>• Performs non-routine specialized translation assignments in an accurate and timely manner.</li> <li>• Possesses knowledge of suitable terminology that serves the context, and uses relevant guidelines when translating complicated terms.</li> <li>• Proofreads and reviews the translation of complex technical terms to ensure accuracy and consistency.</li> <li>• Possesses adequate ability to use simultaneous translation equipment (e.g. headphone, translation sets, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that translation assignments are performed accurately and in a timely manner.</li> <li>• Ensures the availability and usage of suitable references such as dictionaries, encyclopedia, and others.</li> <li>• Proofreads and reviews the translation of complex technical terms to ensure accuracy and consistency.</li> <li>• Demonstrates advanced ability in extracting and summarizing complex technical information.</li> <li>• Provides guidance and training to co-workers on latest trends and developments in the translation field.</li> </ul>

## AUXILIARY SERVICES

### 04. WAREHOUSE AND STORE MANAGEMENT

*The process of effectively managing, organizing, and protecting warehouses and stores in order to ensure sufficient and accurate inventory levels.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Conducts quality checks upon delivery of requested materials by supplier and ensures compliance with the agreed business units' specifications.</li> <li>• Receives and stores materials safely and securely according to set standards.</li> <li>• Place high-turn materials close to packing and shipping areas in order to reduce picking and transportation within the warehouse.</li> <li>• Logs information related to receipt and dispatch of materials; as well as provides information on available stocks.</li> <li>• Follows-up on availability of stocks and replenishes them as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements the warehouse and store management policies and procedures.</li> <li>• Configures warehouses to have formal storage locations that identify the row, rack section, level, and shelf location using a suitable coding system.</li> <li>• Implements the organization's approved inventory control measures.</li> <li>• Ensures the timely arrangement, delivery, and storage of required materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Assists in the establishment of an inventory management system.</li> <li>• Applies trade-off analysis to balance requirements of demand to supply.</li> <li>• Supports the identification of suitable inventory control measures and implements them.</li> <li>• Maintains high inventory accuracy through various techniques including inventory audits, annual physical inventory, and cycle counting.</li> <li>• Effectively manages surplus and obsolete inventories.</li> <li>• Generates reports detailing inventory financial statements, turnover ratios, activity based cost (ABC) analysis, and inventory performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and ensures the implementation of warehouse and store management policies, procedures, and processes.</li> <li>• Sets measures to protect warehouses and stores from theft, floods, explosions, and other factors that endanger the stored materials.</li> <li>• Determines inventory management strategies and objectives.</li> <li>• Sets-up effective inventory control measures.</li> </ul>

# LEGAL / JUDICIAL



# LEGAL / JUDICIAL

## 01. LEGAL PROCEEDINGS

*The process of understanding the sequential progress of any lawsuit or judicial procedure from the beginning until a final verdict is issued.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of the relevant local laws, rules, and regulations.</li> <li>• Recognizes circumstances that give rise to ethical problems or conflicts in legal cases.</li> <li>• Identifies all the legal and factual elements of a claim or defense.</li> <li>• Prepares simple legal documents (e.g. written memoranda of law, opinion letters, reporting letters, etc.) that address details of the transaction.</li> <li>• Documents any resolution as required by law or good practice and explains it to the organization in a way that can be easily understood.</li> <li>• Understands and accurately explains legal documents drafted by others.</li> <li>• Implements a system for organizing, recording, storing, retrieving, and destroying all documents generated in the course of legal practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of the relevant local laws, rules, and regulations.</li> <li>• Identifies the facts and evidence required to support the organization’s case.</li> <li>• Documents the legal negotiation and any resolution as required by law or good practice, and explains it to the organization in a way that can be easily understood.</li> <li>• Identifies procedures for enforcing an order or settlement according to law and the court, and performs the enforcement in a timely manner.</li> <li>• Prepares complex legal documents (e.g. written memoranda of law, opinion letters, reporting letters, etc.) that address details of the transaction.</li> <li>• Constructs alternative legal arguments with reference to the facts of the matter.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep knowledge of the relevant local laws, rules, and regulations.</li> <li>• Explains to the organization the law case, substantive law and procedural steps relevant to the matter.</li> <li>• Identifies any strategic or other need for interlocutory steps or default proceedings.</li> <li>• Minimizes any risk arising from missed deadlines, negligence or failure to comply with the requirements of the law, a court or other body.</li> <li>• Carries out legal negotiations based on the strategy and tactics adopted as well as the circumstances of the case and good practice.</li> <li>• Develops a viable theory of the case and a litigation strategy.</li> <li>• Represents the organization in the court in lawsuits of simple to moderate complexity.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and directs the implementation of strategies and tactics to be used in legal negotiations.</li> <li>• Assesses the strengths and weaknesses of both the organization and opponent’s cases, or the organization’s legal rights and the legal elements of the offence with which it is charged.</li> <li>• Advises the organization of relevant rights and remedies in a way the organization can easily understand.</li> <li>• Evaluates the range of non-litigate mechanisms for resolving disputes, including arbitration, mediation and conciliation.</li> <li>• Considers the advantages and disadvantages of available mediation options and explains them to the organization.</li> <li>• Represents the organization in the court in complex non-routine lawsuits.</li> </ul>

## LEGAL / JUDICIAL

### 02. MANAGEMENT OF LEGAL AFFAIRS

*The process of managing the organization's legal affairs in an efficient and timely manner to ensure providing appropriate legal support.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of legal principles and concepts.</li> <li>• Explains simple legal issues in a clear manner to employees.</li> <li>• Participates in fulfilling legal support requests concerning simple policy-related issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge and understanding of the law and the legal practices.</li> <li>• Explains the available legal options and provides advice in an easy to understand manner.</li> <li>• Clarifies legally debatable clauses and points.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep knowledge of the law and the legal practices.</li> <li>• Provides advice regarding complex, non-routine legal issues.</li> <li>• Analyzes legal issues and proposes several legal options to tackle them.</li> <li>• Informs the organization of any new developments that might affect the legal aspect of a previously offered advice.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans and directs all aspects of the organization's legal affairs and ensures maximum protection of its legal rights.</li> <li>• Sets, updates and ensures the effective implementation of the organization's legal strategies, frameworks, and approaches.</li> <li>• Provides expert and professional legal advice to the organization.</li> </ul>

## LEGAL / JUDICIAL

### 03. MANAGEMENT OF LEGAL LIBRARIES

*The process of managing and maintaining legal libraries as well as ensuring the availability of new references and information sources in order to satisfy the needs of the users.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of library and information science theory and the creation, organization, and delivery of information within its technological context.</li> <li>• Understands the practical application of accessing and managing information including databases, integrated library systems, hardware, software, web applications, mobile applications, and electronic information resources.</li> <li>• Provides skilled and customized reference services, including specialized subject services on legal and non-legal topics.</li> <li>• Recognizes and addresses the diverse nature of the library's users and community.</li> <li>• Assists and educates users and colleagues in the use of the library's information systems, both internal and external.</li> <li>• Identifies and reports library hardware, software, local area network, website and Internet connectivity problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a deep understanding of acquiring and managing a diverse collection of legal and non-legal resources.</li> <li>• Selects and implements an appropriate level of descriptive cataloging, classification, and subject analysis.</li> <li>• Creates, selects, and manages catalog records according to industry standards and accepted practices.</li> <li>• Applies appropriate preservation practices to the library's collection.</li> <li>• Creates research and bibliographic tools on legal and related topics in a variety of media.</li> <li>• Evaluates information resources in all formats, integrates them to meet the needs of users, and discards or archives them as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep understanding of the principles of copyright, licensing, purchasing; as well as establishes policies and procedures respecting these issues.</li> <li>• Evaluates the need for new and emerging technologies and makes adequate recommendations.</li> <li>• Ensures the optimal arrangement of and access to the library's resources to meet the needs of users.</li> <li>• Promotes and markets the library's services and collections in ways consistent with the needs and mission of the organization.</li> <li>• Determines and articulates the applicable criteria for delivery of library services, as well as measures and evaluates the quality of those services.</li> <li>• Ensures the optimal use of library facilities to accommodate the evolving needs of users and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors and evaluates trends, developments, new tools, and emerging technologies in the publishing and information industry; and makes recommendations for purchase.</li> <li>• Directs the creation, development, and maintenance of the library's online presence.</li> <li>• Makes selection decisions in consideration of all relevant factors, including the library's collection development policy, differences among formats, costs of purchase, licensing, and copyright.</li> <li>• Builds effective working relationships with publishers and other information providers.</li> </ul>

## LEGAL / JUDICIAL

### 04. LOCAL AND INTERNATIONAL RULES AND REGULATIONS

*The knowledge and understanding of local and international rules and regulations relevant to the organization so that they are well-interpreted, implemented, and used to develop policies.*

LEVEL 01	LEVEL 02	LEVEL 03	LEVEL 04
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the relevant local and international rules and regulations.</li> <li>• Possesses basic knowledge of setting and implementing new rules and regulations.</li> <li>• Identifies the internal and external rules and regulations that affect the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of theories and methods related to setting policies.</li> <li>• Analyzes and evaluates the legal implications of the local and international rules and regulations on the organization's operations.</li> <li>• Takes into consideration social, cultural, environmental factors as well as relevant models and theories when analyzing policies.</li> <li>• Prepares, maintains, and updates documentation related to the local and international rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of the local and international rules and regulations.</li> <li>• Drafts several options for policies and laws; as well as determines their usefulness and their expected outcomes.</li> <li>• Interprets relevant established rules and regulations for implementation purposes.</li> <li>• Identifies and follows-up on the necessary amendments concerning the organization's commitments towards the local and international rules and regulations in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and directs the process of setting policies in line with relevant local and international rules and regulations.</li> <li>• Provides legal advisory services to the organization on the usage and implementation of local and international rules and regulations.</li> <li>• Ensures the proper implementation of relevant local and international rules and regulations in the organization.</li> </ul>

## LEGAL / JUDICIAL

### 05. LEGAL RESEARCH AND STUDIES

*The process of preparing legal research and studies using relevant information and tools.*

LEVEL 01	LEVEL 02	LEVEL 03	LEVEL 04
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the social, political, economic, and technological context in which the legal system exists.</li> <li>• Demonstrates basic understanding of the legal system and the legal profession.</li> <li>• Demonstrates an understanding of the technical and ethical issues involved in conducting research and studies.</li> <li>• Identifies, evaluates, and uses legal reference sources and other appropriate legal information sources.</li> <li>• Uses information resources in a variety of formats best suited to the research and studies needs.</li> <li>• Completes accurate documentation associated with the legal research studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of the social, political, economic, and technological context in which the legal system exists.</li> <li>• Demonstrates an adequate understanding of the legal system and the legal profession.</li> <li>• Demonstrates adequate knowledge of available primary and secondary sources for legal research, including traditional and electronic resources.</li> <li>• Frames the issues and facts in a manner appropriate to the search resources selected.</li> <li>• Recognizes and makes appropriate use of library services in the legal research process.</li> <li>• Conducts legal research and studies of simple to moderate complexity.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the regulatory and legal frameworks related to the planning, delivery and closure of research studies.</li> <li>• Sets different research designs and methodologies and understands their relevance to / implications for members of the legal research team.</li> <li>• Uses formal and informal methods to gather the widest range of information possible. Where necessary, carries out sustained, in-depth investigations, obtaining information that is difficult to get hold of.</li> <li>• Conducts complex legal research and studies using the appropriate tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans, sets, and ensures the effective implementation of legal research strategies and plans; as well as modifies them as necessary.</li> <li>• Develops relevant policies, procedures, and processes related to legal research and studies; as well as ensures their implementation and update.</li> <li>• Responds to highly complex information with useful insights, in familiar and also extremely unusual settings that are outside previous experience.</li> <li>• Examines and evaluates legal research and studies; their hypothesis, design, analysis, and results.</li> <li>• Provides expert advice and guidance for researchers and employees in relation to legal research and studies.</li> </ul>

# POLITICAL / DIPLOMATIC



## POLITICAL / DIPLOMATIC

### 01. POLITICAL ANALYSIS

*The process of analyzing political issues and circumstances through gathering, organizing, and using available information and resources.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Understands the fundamentals of the domestic and global politics.</li> <li>• Possesses knowledge of basic political issues and a general understanding of their effects.</li> <li>• Gathers, organizes, and uses available information and resources.</li> <li>• Conducts basic analysis of political issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of positive and adverse effects of issues involved in both the domestic and global politics.</li> <li>• Analyzes various political indicators and their impact on the organization's goals, strategies, products and services.</li> <li>• Conducts political analysis of moderate complexity.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep understanding of underlying theories behind political science.</li> <li>• Evaluates and properly interprets the influence of the external political environment on the organization.</li> <li>• Conducts political analysis of complex nature.</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipates political conditions and provides strategic insight on how to mitigate impact on the organization as a whole.</li> <li>• Identifies key political drivers and understands their impact upon business strategies and decisions.</li> <li>• Establishes, updates, and ensures implementation of appropriate political analysis models and frameworks.</li> </ul>

## POLITICAL / DIPLOMATIC

### 02. PROTOCOL AND ETIQUETTE

*The process of ensuring that official and unofficial occasions (e.g. visits, meetings and functions) are planned and conducted in accordance with a set of rules that are formally, socially and culturally accepted and expected by the parties involved.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the universal principles of protocol, etiquette, courtesy and manners.</li> <li>• Interacts respectfully with people from different cultures, nations and regions.</li> <li>• Displays appropriate international business etiquette in several work contexts.</li> <li>• Makes a good impression and avoids causing offence or embarrassment in high profile situations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of the universal principles of protocol, etiquette, courtesy and manners.</li> <li>• Prepares logistical aspects for VIP visits and formal occasions.</li> <li>• Demonstrates ability to handle conflict situations or put forward one's point of view without causing offence.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep understanding of the universal principles of protocol, etiquette, courtesy and manners.</li> <li>• Plans for and ensures the execution of formal occasions in line with the highest protocol and etiquette levels.</li> <li>• Examines the team's social behavior and expected behavior patterns; as well as conducts rectifying measures.</li> <li>• Implements mitigation measures in cases of breaching protocol and etiquette.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops, updates, and ensures the implementation of policies, procedures, and plans related to protocol and etiquette.</li> <li>• Establishes risk management and contingency plans for cases of breaching protocol and etiquette standards.</li> <li>• Conducts negotiations and resolves issues through peaceful means between representatives of groups.</li> <li>• Ensures high consideration of protocol and etiquette during VIP visits and formal occasions.</li> </ul>

## POLITICAL / DIPLOMATIC

### 03. PARTNERSHIPS AND ALLIANCES

*The process of developing and leveraging partnerships / alliances to achieve results that serve mutual interests.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Makes and sustains informal contacts with potential and existing partners / alliances in the course of work.</li> <li>• Demonstrates awareness of and support to existing partnerships / alliances.</li> <li>• Assists in the analysis of partners / alliances' needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the significance of building partnerships / alliances.</li> <li>• Analyzes partners and alliances' needs and makes adequate recommendations.</li> <li>• Identifies opportunities where partnerships and alliances would be valuable.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies key stakeholder contacts in the organization with whom a partnership / alliance must be established.</li> <li>• Identifies and articulates the mutual interests in a potential or existing partnership.</li> <li>• Develops and maintains effective working relationships with partners / alliances even when no specific initiative / project is underway.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies, develops and maintains strategic partnerships and alliances based on deep knowledge and understanding of mutual interests.</li> <li>• Clarifies expectations, objectives and working arrangements of partnerships.</li> <li>• Influences and understands the roles of national and regional partners.</li> <li>• Engages partners / alliances in the process of identifying and working on mutual initiatives and projects.</li> </ul>

## POLITICAL / DIPLOMATIC

### 04. RESPONSE TO EMERGENCIES, CRISES, AND DISASTERS

*The process of identifying, assessing, mitigating, and managing emergencies, crises, and disasters that the organization might be exposed to so that business continuity is ensured at all times.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic understanding of the application of the organization-wide policies and procedures related to responding to emergencies, crises, and disasters.</li> <li>• Understands effective controls or mitigation options to manage specific emergencies, crises, and disasters; as well as refers them to experts where appropriate.</li> <li>• Applies regulations, policies and procedures related to responding to non-complex emergencies, crises, and disasters.</li> </ul>	<ul style="list-style-type: none"> <li>• Participates in organization-wide activities related to assessment and identification of potential emergencies, crises, and disasters.</li> <li>• Identifies and assesses the impact and likelihood of organization’s risks to achieving business objectives.</li> <li>• Monitors the effectiveness of actions taken to manage identified potential emergencies, crises, and disasters; as well as intervenes as appropriate.</li> <li>• Understands, develops and prepares relevant reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops innovative approaches to managing significant organization-wide emergencies, crises, and disasters effectively and efficiently.</li> <li>• Diagnoses significant, unusual and emerging emergencies, crises, and disasters to which the organization is / might be exposed.</li> <li>• Develops and implements appropriate mitigation measures for significant and unusual emergencies, crises, and disasters to which the organization is / might be exposed.</li> <li>• Provides advice on business continuity management mechanisms, defines appropriate responses for reasonably foreseeable emergency scenarios and events.</li> <li>• Designs and implements relevant reporting systems and communicates to senior management results including recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops innovative and strategic approaches to managing significant organization-wide emergencies, crises, and disasters .</li> <li>• Advises on the application of the emergencies, crises, and disasters management policies, industry best practices, and the organization’s guidelines.</li> <li>• Advises on the applicable approaches related to identification and assessment of emergencies, crises, and disasters.</li> <li>• Analyzes trends in risk management and internal control, evaluates implications, as well as defines and implements adequate responses.</li> <li>• Interprets risk reports and makes effective decisions based on high-level understanding and expertise.</li> </ul>

## POLITICAL / DIPLOMATIC

### 05. LOCAL AND INTERNATIONAL RULES AND REGULATIONS

*The knowledge and understanding of local and international rules and regulations relevant to the organization so that they are well-interpreted, implemented, and used to develop policies.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the relevant local and international rules and regulations.</li> <li>• Possesses basic knowledge of setting and implementing new rules and regulations.</li> <li>• Identifies the internal and external rules and regulations that affect the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of theories and methods related to setting policies.</li> <li>• Analyzes and evaluates the political and diplomatic implications of the local and international rules and regulations on the organization's operations.</li> <li>• Takes into consideration political, social, cultural, environmental factors as well as relevant models and theories when analyzing policies.</li> <li>• Prepares, maintains, and updates documentation related to the local and international rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of the local and international rules and regulations.</li> <li>• Drafts several options for policies; as well as determines their usefulness and their expected outcomes.</li> <li>• Interprets relevant established rules and regulations to facilitate their implementation in the organization.</li> <li>• Identifies and follows-up on the necessary amendments concerning the organization's commitments towards the local and international rules and regulations in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and directs the process of setting policies in line with relevant local and international rules and regulations.</li> <li>• Provides advisory services to the organization on the usage and implementation of local and international rules and regulations.</li> <li>• Ensures the proper implementation of relevant local and international rules and regulations in the organization.</li> </ul>

# RELIGIOUS



# RELIGIOUS

## 01. FATWA

*The process of making clear and accurate fatwas in line with religious jurisprudence.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of religious jurisprudence.</li> <li>• Responds to basic, routine fatwa-related enquiries.</li> <li>• Explains (verbally and in writing) the rationale behind a fatwa in a clear manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of religious jurisprudence.</li> <li>• Researches and uses data from a range of reliable sources for fatwa-making purposes.</li> <li>• Identifies the cause-and-effect relationship between two or more aspects of a situation.</li> <li>• Evaluates the immediate results, broad implications and unintended consequences of a fatwa.</li> <li>• Makes fatwas of moderate complexity.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates advanced knowledge of religious jurisprudence.</li> <li>• Analyzes the impact of past fatwas made and incorporates lessons learnt in future fatwa-making processes.</li> <li>• Identifies interdependencies between various components of a situation.</li> <li>• Makes fatwas of complex nature (i.e. even when dealing with uncertainty and limited information).</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and ensures the implementation of fatwa-making frameworks, guidelines, and processes.</li> <li>• Shares strategic insights and knowledge to help others make sound fatwas.</li> <li>• Analyzes complex and ambiguous cases to provide clarity of thinking and direction to the fatwa-making process.</li> <li>• Makes complex or sensitive fatwas and defends them at the highest level when required.</li> <li>• Foresees the unintended impact(s) of fatwas and takes actions to overcome them.</li> </ul>

## RELIGIOUS

### 02. MANAGEMENT AND INVESTMENT OF ENDOWMENT (WAQF)-RELATED FUNDS

*The process of investing and managing endowment (waqf)-related funds while ensuring minimal risks and compliance with shariah laws.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of endowment-related investment arrangements.</li> <li>• Demonstrates basic understanding of techniques used to analyze and manage endowment-related funds.</li> <li>• Applies investment appraisal techniques to investment appraisals.</li> <li>• Performs post-investment reviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of techniques used to analyze and manage endowment-related funds.</li> <li>• Monitors the endowment-related fund's compliance with shariah restrictions and laws.</li> <li>• Conducts investment appraisals of moderate complexity.</li> <li>• Prepares analysis and reports that inform the organization's management decision-making process.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates advanced understanding of techniques used to analyze and manage endowment-related funds.</li> <li>• Recommends endowment-related investment decision-making criteria.</li> <li>• Selects and recommends appropriate investment appraisal techniques.</li> <li>• Negotiates endowment-related investment arrangements and minimizes risks.</li> <li>• Evaluates and appraises large and complex investments.</li> <li>• Reviews investment appraisals as well as provides guidance and recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, maintains, and ensures the implementation strategies and plans related to management and investment of endowment funds.</li> <li>• Sets endowment-related investment and management criteria.</li> <li>• Establishes optimal investment structure; develops and challenges shareholders' models and links to economic models.</li> <li>• Oversees investment relationships and maintains external communication with rating agencies and investment banks / entities.</li> </ul>

# RELIGIOUS

## 03. LICENCES AND WORK PERMITS

*The process of identifying, setting, and implementing suitable criteria and requirements to grant licenses and work permits related to religious centers, Hajj and Umrah companies, imams, and preachers.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of religious centers' establishment / re-opening criteria and requirements.</li> <li>• Responds to basic enquiries related to licensing and work permits (i.e. for religious centers, Hajj and Umrah companies, imams, and preachers).</li> <li>• Checks licensing and / or work permit-related applications for completeness and accuracy.</li> <li>• Generates licenses and / or work permits.</li> <li>• Prepares relevant statistical reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of religious centers' establishment / re-opening criteria and requirements.</li> <li>• Responds to complex enquiries related to licensing and work permits (i.e. for religious centers, Hajj and Umrah companies, imams, and preachers).</li> <li>• Analyzes relevant processes and makes recommendations for improvement.</li> <li>• Studies received complaints / suggestions and makes recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates advanced knowledge of religious centers' establishment / re-opening criteria and requirements.</li> <li>• Resolves complex issues related to granting a license / work permit.</li> <li>• Identifies and recommends criteria and requirements related to granting relevant licenses and work permits.</li> <li>• Analyzes statistical reports and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and processes related to issuing relevant licenses and work permits.</li> <li>• Sets and ensures the implementation of religious centers' establishment / re-opening criteria and requirements.</li> <li>• Sets and updates standards for selecting imams and preachers.</li> </ul>

# RELIGIOUS

## 04. RELIGIOUS RESEARCH AND STUDIES

*The process of preparing religious research and studies using relevant information and tools.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the social, political, economic, and technological context in which the religious system exists.</li> <li>• Demonstrates basic understanding of the religious system and the religious jurisprudence.</li> <li>• Demonstrates an understanding of the technical and ethical issues involved in conducting research and studies.</li> <li>• Identifies, evaluates, and uses religious reference sources and other appropriate religious information sources.</li> <li>• Uses information resources in a variety of formats best suited to the research and studies needs.</li> <li>• Completes accurate documentation associated with the religious research studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of the social, political, economic, and technological context in which the religious system exists.</li> <li>• Demonstrates adequate understanding of the religious system and the religious jurisprudence.</li> <li>• Demonstrates adequate knowledge of available primary and secondary sources for religious research, including traditional and electronic resources.</li> <li>• Frames the issues and facts in a manner appropriate to the search resources selected.</li> <li>• Recognizes and makes appropriate use of library services in the religious research process.</li> <li>• Conducts religious research and studies of simple to moderate complexity.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the regulatory and frameworks related to the planning, delivery and closure of research studies.</li> <li>• Sets different research designs and methodologies and their relevance to / implications for members of the religious research team.</li> <li>• Uses formal and informal methods to gather the widest range of information possible. Where necessary, carries out sustained, in-depth investigations, obtaining information that is difficult to get hold of.</li> <li>• Conducts complex religious research and studies using the appropriate tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans, sets, and ensures the effective implementation of religious research strategies and plans; as well as modifies them as necessary.</li> <li>• Develops relevant policies, procedures, and processes related to religious research and studies; as well as ensures their implementation and update.</li> <li>• Responds to highly complex information with useful insights, in familiar and also extremely unusual settings that are outside previous experience.</li> <li>• Examines and evaluates religious research and studies; their hypothesis, design, analysis, and results.</li> <li>• Provides expert advice and guidance for researchers and employees in relation to religious research and studies.</li> </ul>

# COMMUNITY DEVELOPMENT



# COMMUNITY DEVELOPMENT

## 01. FAMILY COUNSELING AND GUIDANCE

*The process of identifying family-related problems, designing effective interventions, and managing cases effectively.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic counseling knowledge / intervention techniques pertaining to family (e.g. Marital and family guidance, children development, dealing with the handicapped, etc.).</li> <li>• Identifies family interaction problems and assists accordingly.</li> <li>• Conducts family counseling for simple cases.</li> <li>• Recognizes issues that might suggest referral for specialized evaluation, assessment, or care.</li> <li>• Conducts studies on families and analyzes societal trends.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate counseling knowledge / intervention techniques pertaining to family (e.g. Marital and family guidance, children development, dealing with the handicapped, etc.).</li> <li>• Conducts house visits in mandatory cases.</li> <li>• Conducts assessments and deliver developmentally appropriate services to clients (e.g. children, adolescents, elders, and handicapped people).</li> <li>• Conducts family counseling for cases of medium complexity.</li> <li>• Formulates effective intervention plans for families who need support.</li> <li>• Provides counseling support for other family members during the course of intervention.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep counseling knowledge / intervention techniques pertaining to family (e.g. Marital and family guidance, children development, dealing with the handicapped, etc.).</li> <li>• Conducts family counseling for complex cases.</li> <li>• Conducts short talks / workshops on family counselling and guidance.</li> <li>• Manages risks, crises, and emergencies related to family cases.</li> <li>• Works with relevant government entities which refer the case (e.g. judicial court and police) .</li> <li>• Refers cases (e.g. abuse / violence cases) to relevant government entities.</li> <li>• Develops and conducts awareness sessions for volunteers; monitors their progress; and provides support as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops, updates, and ensures the implementation of family counselling frameworks and models.</li> <li>• Serves as a resource person for family issues in national setting and policy making.</li> <li>• Ensures high level coordination with relevant government entities (e.g. judicial court, police, etc.).</li> <li>• Ensures the team’s compliance with the highest level of ethical standards related to the practice and to relevant rules and regulations.</li> </ul>

## COMMUNITY DEVELOPMENT

### 02. SOCIAL WELFARE AND PROTECTION

*The process of providing social services that create social welfare and take care of UAE Nationals who are not able to provide for a decent life.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of social welfare and protection policies and procedures.</li> <li>• Responds to basic enquiries related to social welfare and protection.</li> <li>• Updates databases related to individuals / families obtaining social welfare services.</li> <li>• Prepares relevant statistical reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of social welfare and protection policies and procedures.</li> <li>• Implements programs and initiatives which support social welfare (i.e. related to juveniles, orphans, homeless children, prisoners, etc.).</li> <li>• Conducts field visits to relevant institutions which provide services related to social welfare and protection.</li> <li>• Studies cases, determines eligibility for social welfare and protection, and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes the concept of social welfare and protection in society.</li> <li>• Proposes programs and initiatives which support social welfare (i.e. related to juveniles, orphans, homeless children, prisoners, etc.).</li> <li>• Conducts psychological tests for selected beneficiaries (such as juveniles, etc.) and makes adequate recommendations.</li> <li>• Monitors the performance of relevant institutions which provide services related to social welfare and protection (e.g. the orphans' educational entities, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of strategies, programs, and initiatives related to social welfare and protection (e.g. juveniles, orphans, homeless children, prisoners, etc.).</li> <li>• Prepares and recommends resolutions related to social welfare and protection.</li> <li>• Ensures high level coordination with relevant government entities (e.g. police, providers of sheltering services, etc.).</li> </ul>

## COMMUNITY DEVELOPMENT

### 03. SOCIAL RESEARCH AND STUDIES

*The process of preparing social research and studies using relevant information and tools.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the social, political, economic, and technological context in which the social system exists.</li> <li>• Demonstrates basic understanding of the social system.</li> <li>• Demonstrates an understanding of the technical and ethical issues involved in conducting research and studies.</li> <li>• Identifies, evaluates, and uses social reference sources and other appropriate social information sources.</li> <li>• Uses information resources in a variety of formats best suited to the research and studies needs.</li> <li>• Completes accurate documentation associated with the social research studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of the political, economic, religious, and technological context in which the social system exists.</li> <li>• Demonstrates adequate understanding of the social system.</li> <li>• Demonstrates adequate knowledge of available primary and secondary sources for social research, including traditional and electronic resources.</li> <li>• Frames the issues and facts in a manner appropriate to the search resources selected.</li> <li>• Recognizes and makes appropriate use of library services in the social research process.</li> <li>• Conducts social research and studies of simple to moderate complexity.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an understanding of the regulatory and frameworks related to the planning, delivery and closure of research studies.</li> <li>• Sets different research designs and methodologies and their relevance to / implications for members of the social research team.</li> <li>• Uses formal and informal methods to gather the widest range of information possible. Where necessary, carries out sustained, in-depth investigations, obtaining information that is difficult to get hold of.</li> <li>• Conducts complex social research and studies using the appropriate tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans, sets, and ensures the effective implementation of social research strategies and plans; as well as modifies them as necessary.</li> <li>• Develops relevant policies, procedures, and processes related to social research and studies; as well as ensures their implementation and update.</li> <li>• Responds to highly complex information with useful insights, in familiar and also extremely unusual settings that are outside previous experience.</li> <li>• Examines and evaluates social research and studies; their hypothesis, design, analysis, and results.</li> <li>• Provides expert advice and guidance for researchers and employees in relation to social research and studies.</li> </ul>

## COMMUNITY DEVELOPMENT

### 04. POLICIES AND STANDARDS OF SOCIAL BENEFITS AND SECURITY

*The knowledge and understanding of social benefits and security-related policies and standards in order to grant social and financial aids to eligible beneficiaries.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of the social benefits and security policies and standards.</li> <li>• Responds to basic enquiries related to social benefits and security.</li> <li>• Analyzes requests for social / financial aid and determines eligibility.</li> <li>• Prepares relevant statistical reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of the social benefits and security policies and standards.</li> <li>• Responds to complex enquiries related to social benefits and security.</li> <li>• Analyzes relevant processes and makes recommendations for improvement.</li> <li>• Studies received complaints / suggestions and makes recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of the social benefits and security policies and standards.</li> <li>• Resolves complex issues related to social benefits and security.</li> <li>• Identifies and recommends criteria and requirements related to granting social and financial aids.</li> <li>• Coordinates with relevant authorities (such as providers for training and employment services to UAE Nationals, etc.).</li> <li>• Analyzes statistical reports and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and processes related social benefits an security.</li> <li>• Prepares and recommends resolutions related to social benefits and security.</li> <li>• Ensures high level coordination with relevant authorities.</li> </ul>

## COMMUNITY DEVELOPMENT

### 05. LAWS AND STANDARDS RELATED TO LICENSING CHILDREN’S CENTERS AND NURSERIES

*The process of granting licenses for children centers and nurseries in line with set laws and standards.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of children centers and nurseries’ establishment / license renewal laws and standards.</li> <li>• Responds to basic enquiries related to licensing.</li> <li>• Checks licensing-related applications for completeness and accuracy.</li> <li>• Generates accurate licenses.</li> <li>• Prepares relevant statistical reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of children centers and nurseries’ establishment / license renewal laws and standards.</li> <li>• Responds to complex enquiries related to licensing of children centers and nurseries.</li> <li>• Analyzes relevant processes and makes recommendations for improvement.</li> <li>• Studies received complaints / suggestions and makes recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of children centers and nurseries’ establishment / license renewal laws and standards.</li> <li>• Resolves complex issues related to granting a license for a children center and a nursery.</li> <li>• Identifies and recommends criteria and requirements related to granting relevant licenses.</li> <li>• Analyzes statistical reports and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and processes related to issuing relevant licenses.</li> <li>• Recommends laws related to licensing of children centers and nurseries.</li> <li>• Sets and ensures the implementation of children centers and nurseries’ establishment / license renewal criteria and standards.</li> </ul>

# CULTURE, ARTS, AND LITERATURE



# CULTURE, ARTS, AND LITERATURE

## 01. MANAGEMENT OF LIBRARIES

*The process of managing and maintaining libraries as well as ensuring the availability of new references and information sources in order to satisfy the needs of the users.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of library and information science theory and the creation, organization, and delivery of information within its technological context.</li> <li>• Understands the practical application of accessing and managing information including databases, integrated library systems, hardware, software, web applications, mobile applications, and electronic information resources.</li> <li>• Provides skilled and customized reference services, including specialized subject services on different topics.</li> <li>• Recognizes and addresses the diverse nature of the library's users and community.</li> <li>• Assists and educates users and colleagues in the use of the library's information systems, both internal and external.</li> <li>• Identifies and reports library hardware, software, local area network, website and Internet connectivity problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a deep understanding of acquiring and managing a diverse collection of resources.</li> <li>• Selects and implements an appropriate level of descriptive cataloging, classification, and subject analysis.</li> <li>• Creates, selects, and manages catalog records according to industry standards and accepted practices.</li> <li>• Applies appropriate preservation practices to the library's collection.</li> <li>• Creates research and bibliographic tools in a variety of media.</li> <li>• Evaluates information resources in all formats, integrates them to meet the needs of users, and discards or archives them as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep understanding of the principles of copyright, licensing, purchasing; as well as establishes policies and procedures respecting these issues.</li> <li>• Evaluates the need for new and emerging technologies and makes adequate recommendations.</li> <li>• Ensures the optimal arrangement of and access to the library's resources to meet the needs of users.</li> <li>• Promotes and markets the library's services and collections in ways consistent with the needs and mission of the organization.</li> <li>• Determines and articulates the applicable criteria for delivery of library services, as well as measures and evaluates the quality of those services.</li> <li>• Ensures the optimal use of library facilities to accommodate the evolving needs of users and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors and evaluates trends, developments, new tools, and emerging technologies in the publishing and information industry; and makes recommendations for purchase.</li> <li>• Directs the creation, development, and maintenance of the library's online presence.</li> <li>• Makes selection decisions in consideration of all relevant factors, including the library's collection development policy, differences among formats, costs of purchase, licensing, and copyright.</li> <li>• Builds effective working relationships with publishers and other information providers.</li> </ul>

## CULTURE, ARTS, AND LITERATURE

### 02. MANAGEMENT OF THEATERS

*The process of managing theaters and ensuring the optimized utilization of the facilities.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of theater design and technology (i.e. technical direction, scenic carpentry, sound technology, properties, scenic art [painting], or lighting technology).</li> <li>• Responds to basic enquiries related to theater rental.</li> <li>• Checks theater rental applications for completeness and accuracy.</li> <li>• Reports theater maintenance-related problems.</li> <li>• Prepares relevant statistical reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of audiences and different types of productions.</li> <li>• Provides constant attention to all safety issues, ensuring theatre emergency systems are operational through regular inspections and review of vendor maintenance contracts.</li> <li>• Prepares events calendars.</li> <li>• Performs opening and closing operational duties.</li> <li>• Develops routine systems that guarantee constant monitoring of critical areas in the theatre.</li> <li>• Investigates any damages that take place by renters and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of audiences and different types of productions.</li> <li>• Searches for new works offered by reputable production companies and makes recommendations regarding the selection of appropriate ones.</li> <li>• Plans forthcoming events and oversees the preparation of the event calendar.</li> <li>• Liaises and negotiates with production companies to plan the program of work.</li> <li>• Ensures that proper investigations take place if theater is damaged by renters.</li> <li>• Supports the implementation of business development / marketing activities and initiatives.</li> <li>• Ensures that fire, security, health, safety and emergency policies and procedures are complied with.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops, updates, and ensures the implementation of theater management-related policies, procedures, and processes.</li> <li>• Leads and guides the planning and implementation of theater-related activities.</li> <li>• Sets the pricing policies and theatre rental rates; as well as review them from time to time.</li> <li>• Develops, updates, and ensures the implementation of business development / marketing strategies for theatrical performances.</li> <li>• Promotes arts participation in the community (i.e. visits schools, colleges, and youth clubs) and encourages the public to engage in professionally-led artistic activities.</li> </ul>

## CULTURE, ARTS, AND LITERATURE

### 03. MANAGEMENT OF MUSEUMS AND MONUMENTS

*The process of managing museums to preserve collections and enhance an appreciation of culture and learning.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of history and philosophy of museums; as well as of museum management systems.</li> <li>• Identifies cultural and natural resource collections.</li> <li>• Conducts and coordinates simple research into the history and provenance of collections.</li> <li>• Prepares reports on various aspects of the museum collections.</li> <li>• Prepares accurate and professional documentation of conservation work including condition of museum objects, recommendations for treatment, and treatment reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of history and philosophy of museums; as well as of museum management systems.</li> <li>• Possesses adequate knowledge of full range of museum documentation practices and procedures (including registration, cataloging, loans, inventory control, etc.).</li> <li>• Supports the acquisition, documentation, preservation, and use of all museum collections.</li> <li>• Determines the adequacy of environmental conditions and detects signs of deterioration and wear.</li> <li>• <b>Makes</b> recommendations regarding the management of archival and manuscript collections including audio-visual, electronic, and textual records.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep knowledge of history and philosophy of museums; as well as of museum management systems.</li> <li>• Possesses deep knowledge of the physical and chemical properties of materials, including effects of environmental factors and causes of damage and deterioration.</li> <li>• Oversees the incoming and outgoing loans of collections to other units or external entities.</li> <li>• Plans exhibitions, educational, and community programs that aim at enhancing the appreciation of culture and learning.</li> <li>• Plans and supervises routine preservation maintenance of objects, as well as recognizes conditions that require more extensive conservation treatment.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads the development and implementation of a comprehensive, systematic collections management program.</li> <li>• Establishes, updates, and ensures the implementation of conservation treatments and preservation strategies to museum objects and / or specimens (including environmental monitoring, pest management, collections storage, and preservation requirements for exhibition and shipping).</li> <li>• Establishes, updates, and ensures the implementation of museum-related policies, procedures, and processes (e.g. photography and filming policy, etc.)</li> <li>• Negotiates access to and exchange of collections with external entities.</li> <li>• Directs community awareness programs.</li> </ul>

## CULTURE, ARTS, AND LITERATURE

### 04. MANAGEMENT OF CULTURAL HERITAGE

*The process of planning, implementing, and managing UAE cultural heritage-related activities.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of the UAE cultural heritage and folklore.</li> <li>• Identifies and maintains a database of folklore artists and theatrical groups.</li> <li>• Conducts research related to the UAE cultural heritage and its preservation.</li> <li>• Prepares documents and reports on various aspects of the UAE cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of the UAE cultural heritage and folklore.</li> <li>• Evaluates the success of cultural heritage-related activities (e.g. exhibitions inside and outside the UAE, etc.); as well as makes adequate recommendations in this regard.</li> <li>• Documents and preserves historic buildings as per set standards.</li> <li>• Collects, documents, and studies the intangible culture heritage and the history of the UAE citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep knowledge of the UAE cultural heritage and folklore.</li> <li>• Identifies opportunities to showcase cultural heritage-related activities.</li> <li>• Oversees the organization of heritage-related exhibitions inside and outside the UAE.</li> <li>• Examines folk arts and theatrical groups' requests for financial support and makes adequate recommendations.</li> <li>• Ensures the maintenance of historic buildings as well as manages and develops culturally significant zones (including oases and archaeological sites).</li> </ul>	<ul style="list-style-type: none"> <li>• Sets and ensures the implementation of strategies related to handover of cultural heritage and national identity to future generations; as well as to creating awareness about it on an international level.</li> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and processes that encourage individuals and entities to showcase the UAE folklore and cultural heritage.</li> <li>• Leads the process of planning and implementing cultural heritage-related initiatives and activities.</li> <li>• Establishes, updates, and ensures the implementation of financial support guidelines addressed to folk arts and theatrical groups.</li> </ul>

## CULTURE, ARTS, AND LITERATURE

### 05. GRAPHIC DESIGN

*The process of designing layouts for a wide range of media (including, but not limited to, scheduled promotion publications, advertising layouts, circulars, exhibition visuals, and collaterals).*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of layout principles and esthetic design concepts.</li> <li>• Demonstrates adequate ability to use graphic design programs and software.</li> <li>• Demonstrates basic knowledge of computer commands / menus / palette.</li> <li>• Discusses and determines layout design with the client and / or based on a job card.</li> <li>• Develops graphics and layouts as well as draws and prints different artworks.</li> <li>• Marks up, pastes, and assembles final layouts for printing.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of layout principles and esthetic design concepts.</li> <li>• Demonstrates advanced ability to use graphic design programs and software.</li> <li>• Creates designs, concepts, and sample layouts.</li> <li>• Assesses clients' needs and determines appropriate tools and software.</li> <li>• Determines size and arrangement of illustrative material and selects style.</li> <li>• Prepares illustrations or rough sketches of material; as well as discusses them with clients and / or supervisors and makes necessary changes.</li> <li>• Reviews final layouts and suggests improvements as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep knowledge of layout principles and esthetic design concepts.</li> <li>• Possesses knowledge of using graphic design programs and software; as well as makes recommendations regarding suitable ones.</li> <li>• Ensures that all produced graphic design work does not breach any intellectual property laws.</li> <li>• Assesses clients' needs and determines appropriate outlet, method, audience, and scope.</li> <li>• Provides knowledgeable guidance in combining budgetary parameters with design requirements.</li> <li>• Interprets and communicates creative expectations and standards to the team.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses knowledge of using graphic design programs and software; as well as makes decisions regarding the purchase of appropriate ones.</li> <li>• Develops short- and long-range design strategies intended to reach a wide audience.</li> <li>• Serves as a key resource to others on a wide variety of design and visual art elements.</li> <li>• Establishes standards for visual arts and develops non-routine methods to accomplish objectives.</li> <li>• Advises, collaborates and consults with clients in planning, developing, and designing a variety of non-standardized and complex graphic / media arts.</li> </ul>

## CULTURE, ARTS, AND LITERATURE

### 06. LITERARY WORK AND CRITICISM

*The process of evaluating and criticizing a literary work in order to give permission for its broadcasting, printing, or publication.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of literary criticism methods and techniques.</li> <li>• Possesses basic understanding of the UAE broadcasting, print, and publishing laws and regulations.</li> <li>• Evaluates simple literary work against set criteria.</li> <li>• Extracts and summarizes the essential information in a literary work.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of grammatical, lexical and idiomatic structures.</li> <li>• Analyzes the different aspects of a literary work (including, but not limited to, imagery, meanings, etc.).</li> <li>• Searches for appropriate information to gain a better grasp of the thematic aspects of a literary work.</li> <li>• Evaluates literary work of moderate complexity and ensures compliance to set criteria.</li> <li>• Proofreads and reviews literary work as well as ensures accuracy and consistency.</li> </ul>	<ul style="list-style-type: none"> <li>• Participates in the establishment of criteria for literary work criticism.</li> <li>• Interprets the literary work; as well as clarifies the author’s values, stance, opinions, and direction from different perspectives (e.g. political, social, etc.).</li> <li>• Reviews and assesses complex literary work for suitability and compliance with set criteria.</li> <li>• Writes a detailed critique of a literary work.</li> <li>• Provides permissions for broadcasting, printing, or publishing the literary work.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of literary work criticism frameworks and methods.</li> <li>• Serves as a resource person for literary work criticism.</li> <li>• Provides guidance and training to colleagues on criticism of literary work.</li> </ul>

# MEDIA



# MEDIA

## 01. PHOTOGRAPHY AND MONTAGE

*The process of identifying photography specifications, capturing satisfactory photos / images, and conducting necessary montage.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of the functions of various types of cameras, lenses, films, and accessories; as well as of montage techniques.</li> <li>• Creates and prepares photographic images for display in a variety of published mediums.</li> <li>• Assembles photography equipment according to subject material and anticipated conditions.</li> <li>• Mixes chemicals, and processes film and photographic paper.</li> <li>• Spots and retouches prints and negatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of the functions of various types of cameras, lenses, films, and accessories; as well as of montage techniques.</li> <li>• Identifies photography specifications which suit the targeted publication.</li> <li>• Selects suitable photography equipment for satisfactory outputs.</li> <li>• Views subject and setting as well as plans composition, camera position, and camera angle.</li> <li>• Captures photos / images that meet the clients' requirements.</li> <li>• Combines pictorial elements from various sources in a single composition.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of the functions of various types of cameras, lenses, films, and accessories; as well as of montage techniques.</li> <li>• Schedules photo shooting activities and ensures the availability of the necessary resources.</li> <li>• Captures photos / images in complex settings and environments.</li> <li>• Provides training and guidance to junior colleagues on photography and montage techniques.</li> <li>• Recommends the purchase of photography equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Directs and ensures the satisfactory completion of photography and montage projects.</li> <li>• Serves as a resource person for photography and montage-related issues.</li> <li>• Ensures that all photography and montage work complies with relevant print and publishing laws and regulations.</li> </ul>

## MEDIA

### 02. EDITORIAL WRITING

*The process of preparing, re-writing, and editing copies in line with the prints and publishing laws and regulations.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of journalistic principles.</li> <li>• Demonstrates basic understanding of the prints and publishing laws and regulations.</li> <li>• Conducts basic research on selected topics.</li> <li>• Prepares, re-writes, and edits copy for readability.</li> <li>• Verifies facts, dates, and statistics.</li> <li>• Detects and corrects errors in spelling, punctuation, and syntax.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of journalistic principles.</li> <li>• Demonstrates adequate understanding of the prints and publishing laws and regulations.</li> <li>• Gathers analyzes news and information from different sources.</li> <li>• Identifies topic, interviewee, and relevant questions for effective interviews.</li> <li>• Assesses manuscripts and makes recommendations on their publication.</li> <li>• Responds to copyright queries from writers and other publishers.</li> <li>• Updates and re-writes materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of journalistic principles.</li> <li>• Demonstrates deep understanding of the prints and publishing laws and regulations.</li> <li>• Plans the contents of publications according to the publication’s style, editorial policy, and publishing requirements.</li> <li>• Reviews complex text for grammatical accuracy, clarity, completeness, appropriateness for intended audience.</li> <li>• Investigates, fact checks, and writes news stories, press releases and opinion pieces.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops, updates, and ensures the implementation of publication strategies and plans.</li> <li>• Ensures compliance with the prints and publishing laws and regulations.</li> <li>• Monitors daily media and manages media reporting.</li> </ul>

# MEDIA

## 03. MEDIA CONTENT

*The process of researching, developing, editing, and combining contents that suit different media.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic understanding of content suitable for the different media (i.e. Internet, television, books, CD's, press, etc.).</li> <li>• Conducts basic research and analysis of published and broadcasted information.</li> <li>• Prepares simple media content that address the needs of the relevant audiences.</li> <li>• Formats, filters, and combines original sources of content for new audiences with new contexts.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate understanding of content suitable for the different media (i.e. Internet, television, books, CD's, press, etc.).</li> <li>• Creates and edits media content of medium complexity.</li> <li>• Tunes the content message and the style of delivery, including translation and localization.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep understanding of content suitable for the different media (i.e. Internet, television, books, CD's, press, etc.).</li> <li>• Creates and edits complex media content.</li> <li>• Reviews developed content for originality, accuracy, as well as compliance with broadcasting, print, and publication laws and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of processes and technologies that support the collection, managing, and publishing of media content.</li> <li>• Ensures compliance of media content with broadcasting, print, and publishing laws and regulations.</li> </ul>

# MEDIA

## 04. MEDIA CONTENT DOCUMENTATION AND ARCHIVING

*The process of collecting, organizing, storing, disposing, and providing access to media content in line with set policies and procedures.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of media content documentation and archiving techniques and methods.</li> <li>• Collects, organizes, and stores media contents in line with established policies and procedures.</li> <li>• Provides access to media contents in line with established policies and procedures.</li> <li>• Adheres to security procedures when storing, transferring, or disposing media content.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of media content documentation and archiving techniques and methods.</li> <li>• Prepares summaries and briefs which describe the documented and archived media content.</li> <li>• Creates automatic and / or manual indexing of media contents.</li> <li>• Tracks and manages multiple versions of media contents.</li> <li>• Conducts regular quality checks on the archiving practice and makes recommendations concerning corrective / preventive actions.</li> <li>• Ensures adherence to security procedures when storing, transferring, or disposing media content.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of media content documentation and archiving techniques and methods.</li> <li>• Manages access permissions to content media-related folders and files.</li> <li>• Assists in the development of media content-related documentation and archiving guidelines in line with legal requirements and best practices.</li> <li>• Compares alternative systems for media content maintenance, archiving, and disposal as well as make adequate recommendations.</li> <li>• Provides orientation to users on how to use the media content documentation and archiving facilities and services.</li> <li>• Informs management on legal issues such as access to media content as well as copyrights and intellectual property.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the proper implementation of media content documentation and archiving guidelines in line with legal requirements and best practices.</li> <li>• Plans and designs media content programs and services.</li> <li>• Designs and ensures the application of classification schemes that utilize consistent methods of organizing media content and creating descriptive records and metadata.</li> <li>• Approves access requests related to media content (including retrieval, reference, etc.).</li> <li>• Recommends storage facilities and solutions as well as security systems for both physical storage facilities and electronic records repositories.</li> </ul>

## MEDIA

### 05. RADIO AND TELEVISION PROGRAMS

*The process of conducting radio and TV production activities in line with the established broadcasting laws and regulations.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the media industry (e.g. radio, television, press, etc.).</li> <li>• Coordinates all aspects of production, ranging from development and crew / cast hiring to shoot supervision and fact-checking.</li> <li>• Composes compelling scripts (including dialogues, directions, etc.) for radio and television programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of the media industry (e.g. radio, television, press, etc.).</li> <li>• Writes episodes for radio and TV programs.</li> <li>• Sources and contributes stories for radio and TV programs.</li> <li>• Reviews scripts and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep understanding of the media industry (e.g. radio, television, press, etc.).</li> <li>• Sources radio and TV programs and makes relevant recommendations.</li> <li>• Studies international radio and TV program formats for suitability; as well as supports the development of local formats.</li> <li>• Oversees all aspects related to radio and TV productions.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of strategies related to radio and TV programs.</li> <li>• Ensures that the selected radio and TV programs comply with the broadcasting laws and regulations.</li> <li>• Monitors radio and TV production and ensures suitability for local audience and the UAE</li> </ul>

## MEDIA

### 06. BROADCASTING, PRINTS, AND PUBLISHING LAWS AND REGULATIONS

*The knowledge and understanding of broadcasting, prints, and publishing laws and regulations which are relevant to the organization so that they are well-interpreted, implemented, and used.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the broadcasting, prints, and publishing laws and regulations.</li> <li>• Possesses basic knowledge of implementing new / modified broadcasting, prints, and publishing laws and regulations.</li> <li>• Identifies the broadcasting, prints, and publishing laws and regulations that affect the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of broadcasting, prints, and publishing laws and regulations</li> <li>• Analyzes and evaluates the implications of the broadcasting, prints, and publishing laws and regulations on the organization's operations.</li> <li>• Prepares, maintains, and updates documentation related to the broadcasting, prints, and publishing laws and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of the broadcasting, prints, and publishing laws and regulations.</li> <li>• Interprets relevant established broadcasting, prints, and publishing laws and regulations to facilitate their implementation in the organization.</li> <li>• Identifies and follows-up on the necessary amendments concerning the organization's commitments towards broadcasting, prints, and publishing laws and regulations in a timely manner.</li> <li>• Monitors the compliance of the organization's materials and contents with the broadcasting, prints, and publishing laws and regulations; as well as makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and directs the process of setting policies, procedures, and processes in line with relevant broadcasting, prints, and publishing laws and regulations</li> <li>• Provides advisory services to the organization on the usage and implementation of the broadcasting, prints, and publishing laws and regulations.</li> <li>• Ensures the proper implementation of relevant broadcasting, prints, and publishing laws and regulations in the organization.</li> </ul>

# PROGRAM AND PROJECT MANAGEMENT



# PROGRAM AND PROJECT MANAGEMENT

## 01. PROGRAM AND PROJECT PLANNING

*The process of identifying and setting program / project priorities as well as required resources to ensure the efficient planning of a program / project.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of program / project planning principles and methods.</li> <li>• Prepares and gathers information related to program / project planning.</li> <li>• Participates in the development of program / project plans (i.e. actions, resources required and timelines).</li> <li>• Executes part of a program / project, monitors own progress, identifies obstacles and takes corrective actions.</li> <li>• Communicates program / project outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of program / project planning principles and methods.</li> <li>• Analyzes information related to program / project planning.</li> <li>• Develops simple program / project plans including business case, contingencies, critical paths and applies program / project management tools and techniques.</li> <li>• Manages and monitors implementation of multiple program / project plans as well as handles obstacles effectively.</li> <li>• Communicates program / project plans and outcomes; as well as makes necessary recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of program / project planning principles and methods.</li> <li>• Develops and implements complex program / project plans that have implications across business units and / or the organization.</li> <li>• Identifies new and innovative ways to achieve required outputs of programs / projects.</li> <li>• Evaluates and communicates the impact of program / project dependencies.</li> <li>• Coordinates with all concerned parties in the program / project planning phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates expert practical knowledge of program / project planning.</li> <li>• Identifies programs / projects that drive value creation and aligns them to organizational strategies.</li> <li>• Champions the program / project planning that have broad implications across the organization.</li> <li>• Identifies long-term program / project implications and outcomes.</li> </ul>

## PROGRAM AND PROJECT MANAGEMENT

### 02. PROGRAM AND PROJECT MANAGEMENT

*The process of integrating all aspects of a project, ensuring proper knowledge and resources are available when and where needed and most importantly ensuring that the expected outcome is produced in a timely, cost-effective and quality controlled manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of program / project management principles (including time, cost, quality, etc.).</li> <li>• Participates in activities that support the program / project (e.g. information gathering, etc.).</li> <li>• Executes parts of a program / project under supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Follows established and effective methods to implement different programs / projects (e.g. documentation, communication, etc.).</li> <li>• Identifies the required resources for programs / projects or phases as assigned.</li> <li>• Identifies potential risks and makes adequate recommendations.</li> <li>• Manage programs / projects of medium complexity.</li> <li>• Monitors and evaluates progress against the program / project plan; identifies issues and manages them effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages complex, multi-faceted, and interdependent programs / projects which affect the whole organization.</li> <li>• Identifies the required resources for multi-faceted programs / projects.</li> <li>• Conducts comprehensive risk assessments and prepares relevant mitigation plans.</li> <li>• Modifies program / project plans to address the organization's new requirements and priorities.</li> <li>• Supervises teams which have different program / project expertise levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of program / project frameworks and methods.</li> <li>• Ensures the identification of relevant risks and the establishment of risk mitigation plans.</li> <li>• Leads strategic programs / projects that have long-term implications on the organization.</li> <li>• Negotiates with the concerned parties in the organization and ensures their ownership of program / project outcomes.</li> </ul>

## PROGRAM AND PROJECT MANAGEMENT

### 03. RISK MANAGEMENT

*The process of identifying, assessing, mitigating, and managing financial and non-financial risks that the organization might be exposed to in line with set policies and procedures.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic understanding of the application of the organization-wide risk management policies.</li> <li>• Understands effective controls or mitigation options to manage specific risks and refer to experts where appropriate.</li> <li>• Applies relevant risk regulations, policies and procedures to non-complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Participates in organization-wide risk assessment and identification activities.</li> <li>• Identifies and assesses the impact and likelihood of organization’s risks to achieving business objectives.</li> <li>• Monitors the effectiveness of actions taken to manage identified risks and intervenes as appropriate.</li> <li>• Understands, develops and prepares risk reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops innovative approaches to managing significant organization-wide risks effectively and efficiently.</li> <li>• Diagnoses significant, unusual and emerging risks to which the organization is exposed.</li> <li>• Develops and implements appropriate risk mitigation for significant and unusual risks to which the organization is exposed.</li> <li>• Provides advice on business continuity management mechanisms, defines appropriate risk responses for reasonably foreseeable emergency scenarios and events.</li> <li>• Designs and implements risk reporting systems and communicates to senior management risk processes and results including recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops innovative and strategic approaches to managing significant organization-wide risks.</li> <li>• Advises on the application of the risk management policies, industry best practices, and the organization’s guidelines.</li> <li>• Advises on the applicable aspects of risk identification and assessment.</li> <li>• Analyzes trends in risk management and internal control, evaluates implications, as well as defines and implements adequate responses.</li> <li>• Interprets risk reporting and makes effective decisions based on high-level understanding and expertise.</li> </ul>

# LABOUR



# LABOUR

## 01. JUDICIAL POLICING

*The process of collecting criminal evidence from a workplace and conducting investigations to arrest criminals.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of judicial policing-related policies and procedures.</li> <li>• Demonstrates basic knowledge of UAE labor laws and regulations.</li> <li>• Gathers, validates, and analyzes evidence as required.</li> <li>• Prepares and submits relevant reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Accesses workplaces and searches for criminal evidence.</li> <li>• Collects relevant crime evidence and investigates crimes in line with set policies and procedures.</li> <li>• Examines the employer’s relevant documentation and data.</li> <li>• Recites the criminals’ rights and obligations and ensures their understanding of the same.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrests criminals in line with set policies and procedures.</li> <li>• Ensures the implementation of adequate crime investigation methodologies.</li> <li>• Provides guidance and training to colleagues on collection of evidence as well as on conducting investigations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of judicial policing policies, procedures, and processes.</li> <li>• Leads the process of identifying relevant phenomena in the workplace criminal cases and directs the implementation of rectifying measures.</li> <li>• Provides expert advice on critical workplace-related criminal issues.</li> </ul>

# LABOUR

## 02. LABOUR INSPECTION

*The process of ensuring compliance with the UAE labor law and its amendments in order to create a positive work environment.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of the UAE labor law and its amendments.</li> <li>• Receives enquiries and complaints on labor-related issues; as well as answers them or forwards them to the concerned parties.</li> <li>• Conducts and follows-up on regular labor inspections</li> <li>• Executes determined disciplinary measures.</li> <li>• Conducts awareness visits to laborers and employers.</li> <li>• Prepares and submits statistical reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses adequate knowledge of the UAE labor law and its amendments.</li> <li>• Examines violations and ensures the closure of relevant cases.</li> <li>• Prepares pleading briefs related to labor inspection.</li> <li>• Resolves complaints regarding UAE labor law violations.</li> <li>• Conducts workshops for employers regarding the implementation of the UAE labor law and its amendments.</li> <li>• Prepares collaterals and guidelines regarding labor policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses deep knowledge of the UAE labor law and its amendments.</li> <li>• Plans and supervises the implementation of labor inspection campaigns.</li> <li>• Evaluates the quality and effectiveness of the labor inspection campaigns.</li> <li>• Coordinates with government entities (e.g. public prosecution, etc.).</li> <li>• Identifies relevant phenomena in the labor markets and makes adequate recommendations.</li> <li>• Supervises the preparation of collaterals and guidelines regarding labor policies.</li> <li>• Reviews relevant reports and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops, updates, and ensures the implementation of strategies, programs, and plans related to labor inspection.</li> <li>• Ensures the implementation of Emiratization policies.</li> <li>• Leads the process of identifying relevant phenomena in the labor markets and directs actions.</li> <li>• Provides high level counseling and advice regarding labor issues.</li> </ul>

## LABOUR

### 03. UAE LABOR LAWS AND REGULATIONS

*The knowledge and understanding of UAE labor laws and regulations which are relevant to the organization so that they are well-interpreted, implemented, and used to develop policies.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of the UAE labor laws and regulations.</li> <li>• Possesses basic knowledge of implementing new / modified UAE labor laws and regulations.</li> <li>• Identifies the UAE labor laws and regulations that affect the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of theories and methods related to setting laws and regulations.</li> <li>• Analyzes and evaluates the implications of the UAE labor laws and regulations on the organization's operations.</li> <li>• Takes into consideration political, social, cultural, environmental factors as well as relevant models and theories when analyzing UAE labor laws and regulations.</li> <li>• Prepares, maintains, and updates documentation related to the UAE labor laws and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of the UAE labor laws and regulations.</li> <li>• Drafts several options for policies; as well as determines their usefulness and their expected outcomes.</li> <li>• Interprets relevant established UAE labor laws and regulations to facilitate their implementation in the organization.</li> <li>• Identifies and follows-up on the necessary amendments concerning the organization's commitments towards the UAE labor laws and regulations in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and directs the process of setting policies in line with relevant UAE labor laws and regulations.</li> <li>• Provides advisory services to the organization on the usage and implementation of the UAE labor laws and regulations.</li> <li>• Ensures the proper implementation of relevant UAE labor laws and regulations in the organization.</li> </ul>

# HEALTH AND SAFETY



## HEALTH AND SAFETY

### 01. DIAGNOSIS OF HEALTH CONDITIONS

*The process of assessing and diagnosing the patient's health condition in order to recommend a suitable treatment plan.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates the knowledge of health-related rules and regulations.</li> <li>• Recites laws governing privacy and patient rights.</li> <li>• Provides primary care to the patient.</li> <li>• Explains the patient's health condition and course of action effectively.</li> <li>• Monitors the patient's response to treatment plan and adjusts accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts diagnoses covering a wide range of patient conditions which are of moderate complexity.</li> <li>• Creates documentation to guide others in the diagnosis procedures.</li> <li>• Analyzes data from diagnostic tests and orders additional testing, if necessary.</li> <li>• Explains diagnosis to the patient and the resulting treatment plan.</li> <li>• Reviews diagnosis procedure of others and provides feedback.</li> <li>• Creates awareness about injury / disease prevention.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the implementation of policies, procedures, and processes related to patient diagnosis.</li> <li>• Coaches others to help them develop their diagnostic skills.</li> <li>• Conducts diagnoses covering a wide range of complex patient conditions.</li> <li>• Decides on the best treatment plan for the patient.</li> <li>• Explains the patient's diagnosis step by step with both the patient and family members (i.e. what needs to be done to recover and why, etc.).</li> <li>• Conducts case presentation in conferences / seminars.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and updates the policies, procedures, and processes related to patient diagnosis.</li> <li>• Ensures the medical team's adherence to the highest ethical standards when diagnosing patients.</li> <li>• Conducts diagnoses covering a wide range of critical patient conditions.</li> <li>• Investigates cases of wrong patient diagnoses and ensures the implementation of the best rectifying measures.</li> <li>• Coaches medical professionals on medical diagnosis-related practices.</li> </ul>

## HEALTH AND SAFETY

### 02. DOCUMENTATION OF MEDICAL DATA

*The process of recording medical histories, symptoms, vital signs, medications, diagnoses, treatment plans, procedures, tests, and medical results in written and / or electronic forms.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Collects missing patient health information from the medical team.</li> <li>• Documents the patient’s history and examines the patient.</li> <li>• Documents patient medications, diagnoses, treatment plans, medical procedures and results.</li> <li>• Uses accepted abbreviations and short-hand techniques to quickly and effectively document information.</li> </ul>	<ul style="list-style-type: none"> <li>• Collects health information from junior staff as well as writes notes in appropriate charts and records.</li> <li>• Corrects errors in medical charts and records according to organizational policies and guidelines.</li> <li>• Provides explanation to junior staff on privacy, confidentiality, and legal concerns related to patient health information.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommends methods used to collect and document the patient’s health information.</li> <li>• Ensures the implementation of policies, procedures, and processes related to documentation of medical data.</li> <li>• Reviews medical charts and records; as well as makes adequate recommendations regarding any necessary rectifications.</li> <li>• Ensures that the patients’ health information is treated in a confidential manner and is disclosed / disposed in line with set policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and updates the policies, procedures, and processes related to documentation of medical data.</li> <li>• Ensures the medical team’s adherence to the highest ethical standards when recording the patients’ health information.</li> <li>• Identifies and ensures the implementation of new methods that help to improve the patient’s health information accuracy and efficiency.</li> </ul>

## HEALTH AND SAFETY

### 03. MEDICAL DEVICES AND TOOLS

*The knowledge of and ability to use medical devices and tools in order to evaluate and treat patients.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Conducts basic diagnostic tests and measures vital signs using suitable medical devices and tools.</li> <li>• Works with most major medical devices and tools in treatment of Emergency Room (ER) patients.</li> <li>• Follows safety measures to ensure proper use of devices and tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Studies the use of medical devices and tools for particular procedures.</li> <li>• Monitors condition of the devices and tools, documents findings, and makes adequate recommendations.</li> <li>• Assists medical staff using less common devices and tools to treat serious illnesses and injuries.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the implementation of policies, procedures, processes, and standards related to medical devices and tools.</li> <li>• Trains practitioners on the use of new and / or complex medical devices and tools.</li> <li>• Creates relevant checklists that cover the basic safety procedures to follow when using medical equipment.</li> <li>• Evaluates medical devices and tools as well as sends equipment for repair.</li> <li>• Studies market offerings of medical devices and tools; as well as makes recommendations regarding any relevant purchases.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and updates the policies, procedures, processes, and standards related to medical devices and tools.</li> <li>• Reviews the usage of medical devices and tools; as well as directs their allocation and distribution among medical centers.</li> <li>• Recommends the purchase of new medical devices and tools as well as the sale of used ones.</li> </ul>

## HEALTH AND SAFETY

### 04. PATIENTS AND CARE GIVERS' EDUCATION

*The ability to educate patients and their care givers on the patient's condition, the treatment and medications suggested and given, and the next steps in the patient's recovery.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates self-care skills for patients and care givers to use once the patient is discharged.</li> <li>• Provides first-level response to patient and care giver's questions and concerns.</li> <li>• Follows medical center procedures to educate patients and care givers on conditions and treatments.</li> </ul>	<ul style="list-style-type: none"> <li>• Explains treatments and procedures to patients suffering less serious illnesses and injuries.</li> <li>• Checks with patients and care givers for understanding of diagnosis, treatments, and medications.</li> <li>• Produces relevant literature and brochures.</li> </ul>	<ul style="list-style-type: none"> <li>• Mentors junior staff on educating patients and care givers; as well as allows them to shadow him / her during patients' visits.</li> <li>• Discusses medical outcomes with patients; as well as provides guidance and tips.</li> <li>• Reviews resources periodically for appropriateness, accuracy, ease of use, and necessity.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and guidelines on communication with the patients and their care givers.</li> <li>• Develops resources and materials for medical staff to use when explaining medical conditions, treatments, and diagnosis to patients and their care givers.</li> <li>• Establishes programs to support care givers (e.g. enables them to ask questions, express concerns, and speak with professionals).</li> </ul>

## HEALTH AND SAFETY

### 05. MANAGEMENT OF MEDICAL LABORATORY RECORDS

*The knowledge of and ability to establish, store, and manage up-to-date laboratory records for relevant healthcare users while following relevant guidelines.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Inputs medical laboratory data and patient information into a computerized database.</li> <li>• Documents problems that occur during laboratory record storing, maintenance and management, as well as the corresponding solutions.</li> <li>• Follows the UAE’s policies and regulations for medical laboratory data input and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>• Verifies that all the information in the medical laboratory database is correct and complete.</li> <li>• Identifies inaccuracies and problems that exist in medical laboratory databases.</li> <li>• Suggests solutions for medical laboratory database-related problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the implementation of policies, procedures, and guidelines related to management of medical laboratory records.</li> <li>• Provides solutions to overcome barriers to the adoption and widespread use of medical laboratory record management systems.</li> <li>• Conducts training to medical staff on proper storage and management of medical laboratory records.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and updates the policies, procedures, and guidelines related to management of medical laboratory records.</li> <li>• Ensures adherence to the most secure methods of disposing medical laboratory records.</li> </ul>

## HEALTH AND SAFETY

### 06. MANAGEMENT OF EPIDEMICS AND MEDICAL CRISES

*The process of preparing for any medical epidemics and crises as well as managing it in case of materialization.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Implements healthcare infection control procedures.</li> <li>• Performs decontamination and sterilization of medical devices.</li> <li>• Collects, verifies, and analyzes relevant information and shares it with concerned parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares, conducts and coordinates audits of professional practices related to infection control.</li> <li>• Creates awareness about the requirements of the infection control program to relevant internal and external stakeholders.</li> <li>• Carries out descriptive and analytic investigations of the infection outbreak.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews, assesses, provides and recommends appropriate resources for infection control.</li> <li>• Identifies needs for the protection of healthcare workers.</li> <li>• Proactively participates in coordination meetings related to epidemic preparedness planning. </li> </ul>	<ul style="list-style-type: none"> <li>• Designs and manages an infection control program and a communication strategy.</li> <li>• Sets and directs the implementation of contingency plans related to disease outbreaks and medical crises.</li> <li>• Promotes preparedness activities against actual threats of epidemics.</li> </ul>

## HEALTH AND SAFETY

### 07. MANAGEMENT OF OCCUPATIONAL HEALTH AND SAFETY

*The process of identifying occupational health and safety hazards and setting corrective and preventative measures to ensure the employees' welfare.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of occupational health and safety hazards.</li> <li>• Implements occupational health and safety procedures.</li> <li>• Reports near misses, incidents, and / or accidents in line with set procedures.</li> <li>• Conducts basic data analysis related to occupational health and safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts occupational health and safety audits and risk assessments; as well as reports findings.</li> <li>• Identifies and reports potential hazards related to occupational health and safety.</li> <li>• Conducts planned and ad hoc emergency drills.</li> <li>• Analyzes occupational health and safety-related statistics and trends; as well as reports findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the implementation of occupational health and safety policies, procedures, and processes.</li> <li>• Monitors and evaluates the occupational, health, and safety performance of the organization; as well as makes adequate recommendations for rectification.</li> <li>• Leads internal audits related to occupational health and safety; and reports findings.</li> <li>• Conducts root cause analysis of accidents, incidents, and / or hazards; as well as makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and updates the occupational health and safety policies, procedures, and processes.</li> <li>• Develops and ensures the implementation of a risk assessment framework.</li> <li>• Develops performance measures related to occupational, health, and safety.</li> <li>• Ensures compliance of the organization's occupational health and safety practices with relevant rules and regulations.</li> <li>• Manages external audits related to occupational health and safety.</li> <li>• Monitors occupational health and safety activities and practices (e.g. removal of physical, biological, and chemical hazards, etc.); as well as sets preventative measures.</li> </ul>

## HEALTH AND SAFETY

### 08. MANAGEMENT OF WASTE AND DANGEROUS SUBSTANCES

*The process of handling, storing, disposing, and recycling of waste and dangerous substances in a safe and secure manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Possesses basic knowledge of handling waste and dangerous substances.</li> <li>• Implements waste and dangerous substance management procedures.</li> <li>• Stores dangerous substances in line with set guidelines.</li> <li>• Reports relevant near misses, incidents, and / or accidents in line with set procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts relevant audits as well as reports findings.</li> <li>• Identifies and reports potential hazards related to waste and dangerous substances.</li> <li>• Analyzes relevant statistics and trends; as well as reports findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarks and creates awareness about good practices in the field of managing waste and dangerous substances.</li> <li>• Assesses the effectiveness of waste management programs and technologies; as well as identifies appropriate waste management solutions.</li> <li>• Reviews audit findings related to management of waste and dangerous substances; as well as makes adequate recommendations for rectification.</li> <li>• Conducts investigations of breaches related to proper handling of waste and dangerous substances.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and processes related to management of waste and dangerous substances.</li> <li>• Develops and ensures the implementation of guidelines related to disposal / recycling of waste and dangerous substances.</li> <li>• Ensures compliance of the organization's practices related to management of waste and dangerous substances with relevant rules and regulations.</li> </ul>

# ENVIRONMENT AND WATER



# ENVIRONMENT AND WATER

## 01. MANAGEMENT OF ENVIRONMENTAL AND NATURAL RESOURCES

*The process of managing environmental and natural resources in an effective and efficient manner to ensure sufficiency and abundance.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of the different natural resources available locally and in the region.</li> <li>• Collects, verifies, and analyzes relevant data and information.</li> <li>• Conducts baseline studies of specific ecosystems and / or natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks input from specialists (e.g. biologists, taxonomists, etc.) and stakeholders on resource management and habitat protection.</li> <li>• Identifies the impact of development, exploration, or exploitation activities on the biodiversity of surrounding natural habitats.</li> <li>• Implements natural resource and / or ecosystem and habitat plans.</li> <li>• Monitors the inventories of natural resources and reports findings on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the implementation of policies, procedures, and processes related to management of environmental and natural resources.</li> <li>• Monitors the effectiveness of environment and natural resource programs and processes; as well as makes adequate recommendations.</li> <li>• Investigates significant occurrences and changes that may signal the need for a resource management and / or ecosystem preservation plan.</li> <li>• Determines the impact of changes in use of land resources (such as conversion of agricultural land to urban use).</li> <li>• Establishes indicators of the health of ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and updates the policies, procedures, and processes related to management of environmental and natural resources.</li> <li>• Formulates integrated natural resource and / or ecosystem and habitat management plans.</li> <li>• Provides expert advice on matters related to management of environmental and natural resources.</li> <li>• Forecasts the environmental impact of long-term requirements for land resources (e.g. parks, natural recreation sites, agricultural land, and urban development).</li> </ul>

## ENVIRONMENT AND WATER

### 02. MANAGEMENT AND IMPLEMENTATION OF SYSTEMS AND PROGRAMS RELATED TO ENVIRONMENT MANAGEMENT

*The process of planning, developing, implementing, and updating environment management-related systems and programs.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Uses information system to monitor and track regulatory compliance, environmental incidents, permits, waste streams and other environment management system-related requirements.</li> <li>• Documents and reports violations and non-compliance to environment management systems.</li> <li>• Follows-up with the concerned parties on closure of non-compliances.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements programs, including monitoring activities, for regulatory compliance.</li> <li>• Examines the reported violations and makes adequate recommendations.</li> <li>• Conducts audits related to environment management systems and programs; as well as reports findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the implementation of environment management programs and systems (e.g. demand management, conservation or treatment programs, etc.).</li> <li>• Provides recommendations on the selection of relevant consultants and contractors</li> <li>• Assesses the environmental aspects of the design, operation, and maintenance of environment management systems and programs (e.g. water and wastewater distribution systems, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and develops environment management programs and systems (e.g. demand management, conservation or treatment programs, etc.).</li> <li>• Sets and ensures the implementation of a risk assessment framework.</li> <li>• Provides expert advice on a variety of environmentally acceptable efficiency programs.</li> </ul>

## ENVIRONMENT AND WATER

### 03. MANAGEMENT OF ENVIRONMENTAL RISKS, CRISES, AND DISASTERS

*The process of identifying, assessing, mitigating, and managing environmental risks that the organization might be exposed to in line with set policies and procedures.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Understands effective controls or mitigation options to manage specific environmental risks and refers to experts where appropriate.</li> <li>• Understands environmental risk reports.</li> <li>• Collects and analyzes samples and specimens from water, air, flora, fauna, soil, etc. using appropriate procedures and apparatus.</li> <li>• Examines attributes of materials (e.g. physical, chemical, and geotechnical) involved in restoration or reclamation.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies the geographic, social, economic, and environmental scope and parameters for relevant risk assessment studies.</li> <li>• Identifies and assesses the impact and likelihood of environmental risks to achieving business objectives.</li> <li>• Conducts investigation, sampling, field screening, and analysis activities of landforms, soil, ground water, sediments, airborne contaminants.</li> <li>• Develops and prepares environmental risk reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses quantitative and qualitative environmental issues, risks or problems.</li> <li>• Implements risk mitigation plans and measures.</li> <li>• Identifies trends, significant changes from historical patterns, deviations, or evidence of environmental stresses.</li> <li>• Monitors the effectiveness of actions taken to manage identified environmental risks and intervenes as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Consults with the stakeholders (e.g. regulators, municipalities, etc.) regarding the perceived impacts of development activities on the community, environment, and natural resources.</li> <li>• Develops and ensures the implementation of risk assessment strategies and mitigation measures.</li> <li>• Acts as the organization’s spokesman concerning environment-related issues.</li> </ul>

## ENVIRONMENT AND WATER

### 04. MANAGEMENT OF ENVIRONMENTAL POLLUTION AND HAZARDOUS WASTE

*The process of identifying sources of pollution and hazardous waste as well as setting and implementing strategies and plans to reduce their effect on environment.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of environmental pollution and hazardous waste principles as well as of methods to monitor and evaluate environmental issues.</li> <li>• Collects, verifies, and analyzes relevant information and data.</li> <li>• Identifies sources of pollution and hazardous waste.</li> <li>• Generates relevant reports and statistics.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts research on topics related to environmental pollution and hazardous waste; as well as reports findings.</li> <li>• Prepares detailed pollution and hazardous waste-related impact reports.</li> <li>• Implements pollution abatement, and control methods / solutions.</li> <li>• Provides clarifications to enquiries related to handling environmental pollution and hazardous waste.</li> <li>• Analyzes data resulting from the environmental monitoring processes; as well as reports findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses operations and processes for potential pollution problems.</li> <li>• Identifies risks related to environmental pollution and hazardous waste; as well as prepares mitigation plans and measures.</li> <li>• Monitors potential emissions and discharges of waste disposal, treatment, and recycling systems (e.g. waste volumes, types and methods of treatment); as well as makes adequate recommendations.</li> <li>• Develops recommendations for the best pollution prevention, abatement, and control measures.</li> <li>• Ensures that complaints received with regard to environment pollution and hazardous waste are well-studied and resolved in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and ensures the implementation of environment protection-related policies, procedures, and processes.</li> <li>• Sets and directs the implementation of metrics and key performance indicators related to environment monitoring and evaluation.</li> <li>• Sets and ensures the implementation of a risk assessment framework.</li> <li>• Provides advice to stakeholders on environmental matters related to organizational liability.</li> </ul>

# NATURAL SCIENCES



# NATURAL SCIENCES

## 01. SCIENTIFIC RESEARCH AND STUDIES

*The process of preparing scientific research and studies using relevant information and tools.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates an understanding of the technical and ethical issues involved in conducting research and studies.</li> <li>• Identifies, evaluates, and uses scientific reference sources and other appropriate scientific information sources.</li> <li>• Uses information resources in a variety of formats best suited to the research and studies needs.</li> <li>• Completes accurate documentation associated with the scientific research studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of available primary and secondary sources for scientific research, including traditional and electronic resources.</li> <li>• Frames the issues and facts in a manner appropriate to the search resources selected.</li> <li>• Recognizes and makes appropriate use of library services in the scientific research process.</li> <li>• Conducts scientific research and studies of simple to moderate complexity.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the regulatory frameworks related to the planning, delivery and closure of research studies.</li> <li>• Sets different research designs and methodologies and their relevance to / implications for members of the scientific research team.</li> <li>• Uses formal and informal methods to gather the widest range of information possible. Where necessary, carries out sustained, in-depth investigations, obtaining information that is difficult to get hold of.</li> <li>• Conducts complex scientific research and studies using the appropriate tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans, sets, and ensures the effective implementation of scientific research strategies and plans; as well as modifies them as necessary.</li> <li>• Develops relevant policies, procedures, and processes related to scientific research and studies; as well as ensures their implementation and update.</li> <li>• Responds to highly complex information with useful insights, in familiar and also extremely unusual settings that are outside previous experience.</li> <li>• Examines and evaluates scientific research and studies; their hypothesis, design, analysis, and results.</li> <li>• Provides expert advice and guidance for researchers and employees in relation to scientific research and studies.</li> </ul>

## NATURAL SCIENCES

### 02. SCIENTIFIC EXPERIMENTS

*The process of designing and conducting scientific experiments in line with the highest ethical and professional standards.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of safe practices related to scientific experiments.</li> <li>• Demonstrates basic knowledge of ethical issues related to scientific experiments.</li> <li>• Adheres to the set framework for conducting scientific experiments.</li> <li>• Prepares tools, apparatus, and materials for conducting scientific experiments.</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and conducts scientific experiments in line with set frameworks.</li> <li>• Analyzes and reports findings of scientific experiments.</li> <li>• Utilizes available resources (e.g. tools, apparatus, materials, etc.) effectively as per set standards.</li> <li>• Ensures proper documentation of scientific experiment results.</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and conducts complex and critical scientific experiments and reports findings.</li> <li>• Reviews findings of scientific experiments and makes adequate recommendations.</li> <li>• Evaluates tools and apparatus used for scientific experiments and makes adequate recommendations related to repair and / or purchase of new ones.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and processes related to scientific experiments.</li> <li>• Sets and directs the implementation of frameworks related to scientific experiments.</li> <li>• Ensures adherence to the highest ethical and professional standards when conducting scientific experiments.</li> </ul>

# ECONOMY AND STATISTICS



# ECONOMY AND STATISTICS

## 01. ANALYSIS AND PROCESSING OF STATISTICAL DATA

*The process of utilizing adequate tools to analyze and process statistical data.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>Identifies sources of information related to a specific topic which is of interest to the organization.</li> <li>Prepares reports which summarize and clarify the results of data gathering.</li> <li>Analyzes basic information using adequate analyses tools.</li> <li>Applies quantitative techniques to evaluate decisions; as well as determines and challenges the assumptions that drive such decisions.</li> <li>Identifies relationships between events and information.</li> </ul>	<ul style="list-style-type: none"> <li>Gathers and interprets complex information through different means (e.g. surveys, interviews, focus groups, etc.) and ensures accuracy and timeliness.</li> <li>Identifies and validates the different sources of evidence, their link to the subject, and their limitations.</li> <li>Provides analysis to support decision-making, including identifying the key value drivers, benefits, sensitivities, and risks.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes adequate statistical data gathering and analysis policies and procedures.</li> <li>Challenges assumptions and their underlying logic as well as seeks inputs from multiple sources to gain a clear and comprehensive understanding of an issue.</li> <li>Perceives relationships and patterns within information as well as between causes and effects.</li> <li>Analyzes and interprets data to reach conclusions and make recommendations related to changes or improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures the establishment of adequate statistical data gathering and analysis policies and procedures.</li> <li>Advises on the ethical selection and adaptation of relevant statistical data gathering and analysis processes.</li> <li>Investigates the complex relationships between seemingly unrelated issues and considers the wider context in order to make solid conclusions.</li> <li>Interprets and analyzes statistical data to drive strategic and successful business decisions.</li> <li>Provides guidance to the organization using best practices in gathering, analyzing, and interpreting statistical data.</li> </ul>

## ECONOMY AND STATISTICS

### 02. STATISTICAL SURVEYS

*The process of identifying suitable survey questions, analyzing results, and reporting accurate findings / results.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of statistical programs and software.</li> <li>• Demonstrates basic knowledge of statistical methodologies and principles.</li> <li>• Collects, validates, and analyzes information and data.</li> <li>• Creates and updates relevant databases.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts research that supports the topic of the statistical survey.</li> <li>• Designs quantitative and qualitative surveys that support the study.</li> <li>• Analyzes survey results and reports findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies stakeholders and scope of survey.</li> <li>• Develops and / or reviews survey questions for relevance and accuracy.</li> <li>• Reviews and evaluates results for accuracy and completeness.</li> <li>• Specifies the most suitable survey methods and techniques (e.g. interviews, electronic, etc.) to be used.</li> <li>• Makes adequate recommendations in light of findings, as and when required.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and directs the implementation of statistical survey frameworks.</li> <li>• Establishes, updates, and ensures the implementation of statistical surveys in accordance with scope and requirements.</li> <li>• Provides expert advice on developing and analyzing statistical surveys.</li> </ul>

## ECONOMY AND STATISTICS

### 03. ECONOMIC ANALYSIS

*The process of analyzing economic data and creating internal and external economic reports using appropriate tools and / or regulatory requirements.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates understanding of the fundamentals of the domestic and global economy.</li> <li>• Possesses knowledge of basic economic measures and has a general understanding of the effects.</li> <li>• Uses economic analysis tools and methods to evaluate performance.</li> <li>• Applies quantitative techniques to evaluate economy-related decisions; as well as determines and challenges the assumptions that drive economic decisions.</li> <li>• Prepares economic value added analysis to enable decision-making.</li> <li>• Reports items that require escalation.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of behavior and effects (adverse and positive) of issues involved in both the domestic and global economy.</li> <li>• Analyzes various economic indicators and their impact on the organization's goals, strategies, products and services.</li> <li>• Applies common quantitative techniques to model the economic impact of relevant typical activities or standard economic structures and instruments.</li> <li>• Monitors economic issues and identifies significant items requiring the attention of higher-level management.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides recommendations to economic analysis; evaluates and properly interprets the influence of the external environment on the organization.</li> <li>• Identifies key environmental drivers and understands their impact upon business strategies and decisions.</li> <li>• Designs reporting and monitoring processes to track performance against the organization's objectives.</li> <li>• Applies sophisticated quantitative analysis to identify the business, commercial and economic impact on the organization; as well as advises on actions or options to improve the modelled outcome.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the underlying theories behind economic behaviors to all levels of the organization.</li> <li>• Forecasts future state of the economy; anticipates economic conditions and provides strategic insight on how to mitigate impact on the organization as a whole.</li> <li>• Provides guidance to the business using best practices in economic analysis.</li> <li>• Sets standards for economic analysis to support strategic direction and comparison.</li> <li>• Advises on the ethical selection and adaptation of relevant economic reporting processes.</li> <li>• Develops and implements economy-related solutions to complex and high value commercial decisions including all aspects of non-technical risk and business delivery.</li> </ul>

## ECONOMY AND STATISTICS

### 04. MONITORING AND INSPECTION

*The process of monitoring and examining economic data, trends, and reports; identifying phenomena; and making adequate recommendations.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of monitoring economic information and data.</li> <li>• Demonstrates basic knowledge of economy-related concepts and principles.</li> <li>• Collects, validates, and analyzes economic information and data.</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses economic and statistical charts, data, and information; as well as makes adequate conclusions.</li> <li>• Summarizes economic and statistical reports highlighting major issues / results.</li> <li>• Studies historical data, identifies trends (i.e. potential and existing), and reports findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep understanding of local, regional, and international economic affairs.</li> <li>• Monitors economic and statistical trends; as well as makes adequate recommendations.</li> <li>• Identifies phenomena / effects of the economic situation on society, markets, and politics; as well as makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets and ensures the implementation of effective frameworks for monitoring economic trends and situations.</li> <li>• Establishes, updates, and ensures the implementation of economic monitoring policies, procedures, and processes.</li> <li>• Ensures adequate monitoring and identification of economic trends.</li> </ul>

# ENGINEERING



# ENGINEERING

## 01. DESIGN AND MANAGEMENT OF BUILDINGS AND FACILITIES

*The process of designing and management of buildings and facilities while maintaining safety at all times.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of engineering-related programs and software (e.g. AUTOCAD, etc.).</li> <li>• Demonstrates basic knowledge of engineering concepts, principles, and assessments.</li> <li>• Conducts land surveys and identifies the topography of the land.</li> <li>• Prepares engineering plans and drawings.</li> <li>• Follows-up on project milestones and highlights deviations to seniors.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of the interdependency of the different engineering disciplines (e.g. civil, electrical, mechanic, etc.).</li> <li>• Develops conceptual aesthetic and ergonomic aspects of a building / facility design.</li> <li>• Analyzes and designs the structure of the buildings / facilities.</li> <li>• Designs and / or implements the building / facility systems (e.g. heating, ventilation, and air conditioning (HVAC), plumbing, fire protection, and rain gutter systems).</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of project management.</li> <li>• Analyzes construction costs and variances.</li> <li>• Oversees the work of engineering consultants / contractors and provides timely feedback.</li> <li>• Ensures the proper control of safety issues in buildings and facilities.</li> <li>• Monitors any physical changes to buildings and facilities (e.g. cracks, etc.) and implements rectifying measures.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of policies, procedures, and processes related to the design and management of buildings and facilities.</li> <li>• Sets and directs the implementation of contingency plans.</li> <li>• Approves engineering consultants / contractors.</li> <li>• Provides expert advice on issues related to the design and management of buildings and facilities.</li> </ul>

## ENGINEERING

### 02. RURAL PLANNING (CITIES, BRIDGES, AND TRAFFIC)

*The process of optimizing the effectiveness of the land use and infrastructure to fulfill the stakeholders' requirements.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of urban planning and design principles and concepts.</li> <li>• Demonstrates basic knowledge of reading and interpreting urban maps.</li> <li>• Collects, verifies, and analyzes relevant information and data.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts research and analysis related to urban planning and design.</li> <li>• Identifies methods to optimize the effectiveness of the land use and infrastructure.</li> <li>• Analyzes land use as well as economic, environmental, and social trends that support adequate urban design and planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Consults with stakeholders and gathers their feedback on matters related to urban planning and design.</li> <li>• Benchmarks practices related to urban design and planning; as well as makes adequate recommendations.</li> <li>• Supervises the work of contractors and provides timely feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of urban planning policies, procedures, and processes.</li> <li>• Partners with contractors and supports all efforts related to urban design and planning.</li> <li>• Provides expert advice on policy recommendation related to urban design and planning.</li> </ul>

# ENGINEERING

## 03. SUSTAINABILITY AND ALTERNATIVE AND RENEWABLE ENERGY

*The process of designing or operating systems which use energy and resources sustainability at a rate that does not compromise the natural environment.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of sustainability and alternative and renewable energy principles and applications.</li> <li>• Collects, validates, and analyzes relevant information and data.</li> <li>• Conducts relevant researches and provides input.</li> <li>• Prepares and submits relevant reports including statistics.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of building systems and operations; as well as the ability to read, understand and interpret building floor plans, sections, site plans, zoning maps, interior furniture and finish plans, and construction specifications.</li> <li>• Identifies sustainability-related risks and highlights them to the management.</li> <li>• Conducts sustainability assessments and reports findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of Building Research Establishment Environmental Assessment Methodology (BREEAM) and Leadership in Energy and Environmental Design (LEED).</li> <li>• Ensures compliance with environmental impact assessment regulations and guidelines.</li> <li>• Monitors sustainability indicators (e.g. energy usage, natural resource usage, waste generation, and recycling) and makes adequate recommendations.</li> <li>• Provides technical support to sustainability programs and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and ensures the implementation of sustainability and alternative and renewable energy strategies, plans, and goals.</li> <li>• Ensures the implementation of a monitoring and reporting framework.</li> <li>• Provides expert advice on sustainability and alternative and renewable energy.</li> </ul>

# ENGINEERING

## 04. INTERIOR DESIGN

*The process of designing the interior – and exterior sometimes - decoration of a building / space.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of the history and theory of design.</li> <li>• Produces creative patterns and / or templates.</li> <li>• Generates simple design concepts and develops design ideas for effective design solutions.</li> <li>• Prepares and delivers design drawings using a range of techniques and media.</li> <li>• Records measurements, information for design reference, work constructed, and produce design calculations.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of trends and developments in design, materials, techniques and technology.</li> <li>• Generates complex design concepts and develops design ideas for effective design solutions.</li> <li>• Visualizes 2D graphics and 3D objects and translates into digital and/or paper media.</li> <li>• Plans and researches events and exhibition / interior design projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses clients' needs and determines appropriate method and scope of interior design projects.</li> <li>• Oversees design brief development and implementation.</li> <li>• Provides knowledgeable guidance in combining budgetary parameters with design requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes criteria and oversees production and testing of prototypes.</li> <li>• Develops design vision to direct conceptualization of design product in accordance to the design brief.</li> <li>• Establishes standards for interior design and develops non-routine methods to accomplish objectives.</li> <li>• Serves as a key resource to others on a wide variety of interior design elements.</li> <li>• Advises, collaborates and consults with clients in planning, developing, and designing a variety of non-standardized and complex interior design projects.</li> </ul>

# ENGINEERING

## 05. MAINTENANCE SYSTEMS AND PROGRAMS

*The process of identifying and performing planned and / or ad hoc maintenance jobs in a timely and efficient manner.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of maintenance concepts and principles.</li> <li>• Demonstrates basic understanding of links and effects of the different engineering disciplines (e.g. civil, electrical, mechanical, etc.).</li> <li>• Performs simple maintenance jobs as per the planned maintenance schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Performs maintenance jobs of moderate complexity.</li> <li>• Identifies potential problems that might require unplanned / ad hoc maintenance.</li> <li>• Prepares and submits reports on maintenance jobs (including factors such as but not limited to cost, time, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares planned and ad hoc maintenance schedules.</li> <li>• Performs maintenance jobs of complex / critical nature.</li> <li>• Evaluates quality of completed maintenance jobs and takes any necessary rectifying measures.</li> <li>• Trains colleagues on using maintenance-related systems, programs, and tools.</li> <li>• Assesses contractors' work and provides feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of effective maintenance systems and programs.</li> <li>• Sets and ensures the implementation of criteria related to selecting and evaluating service providers (e.g. maintenance companies, etc.).</li> <li>• Provides expert advice on critical / major technical issues.</li> </ul>

# EDUCATION



# EDUCATION

**01. PROFESSIONAL AND ETHICAL LEADERSHIP**

*The process of reflecting values and ethics in the adopted leadership style and actions.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• -</li> </ul>	<ul style="list-style-type: none"> <li>• -</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge of the organization’s code of conduct and business ethics.</li> <li>• Identifies situations that might trigger unethical behavior and makes adequate recommendations to handle them.</li> <li>• Participates in the investigations related to the breach of code of conduct and business ethics.</li> <li>• Evaluates violations and determines suitable disciplinary action(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of the organization's code of conduct and business ethics.</li> <li>• Provides expert advice to stakeholders on good practices related to code of conduct and business ethics.</li> <li>• Takes ethical decisions despite of a situation's difficulty and pressure.</li> <li>• Acts as a role model for others as a professional and ethical leader.</li> </ul>

# EDUCATION

## 02. STRATEGIC LEADERSHIP

*The process of generating and applying unique business insights and opportunities intended to create competitive advantage for the organization.*

<b>FOUNDATIONAL</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>EXPERT</b>
<ul style="list-style-type: none"> <li>Demonstrates basic awareness of the organization’s business plan, immediate environment and the possible impact of events and activities on the organization.</li> <li>Observes events that are out of the ordinary, makes connections, draws conclusions and shares ideas and observations with colleagues.</li> <li>Understands the strategic direction of the organization and highlights areas of potential value or risk.</li> </ul>	<ul style="list-style-type: none"> <li>Analyzes the organization’s wider environment and draws conclusions about the impact of events and activities.</li> <li>Links ideas or events, uses insights to shape the views of colleagues, and influences business decisions.</li> <li>Understands the steps to achieve long-term business strategy; identifies immediate threats or opportunities to the business; and resolves or escalates them accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates the organization’s wider environment and offers insights and makes informed business decisions.</li> <li>Explains the strategic direction of the organization to others; and develops business plans which are aligned with the strategy.</li> <li>Ensures the team is focused on identified priorities; as well as develops and implements solutions at a strategic level.</li> </ul>	<ul style="list-style-type: none"> <li>Offers unique insights based on a deep understanding of political, social, business, market and finance trends.</li> <li>Leads and influences change at strategic, tactical, team and individual levels across the organization.</li> <li>Develops a strategy that is aligned with the organization’s long-term plan that anticipates and supports business needs, ensures appropriate resources are allocated to deliver effectively.</li> <li>Identifies and focuses on future critical areas for the organization and devises strategy to maximize opportunity and minimize risk.</li> </ul>

## EDUCATION

### 03. EDUCATIONAL LEADERSHIP

*The process of enlisting and guiding the talents and energies of teachers, students, and parents towards achieving common educational goals.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates knowledge of the organization's policies and procedures.</li> <li>• Demonstrates understanding of educational processes (e.g. students' registration, setting timetables, teachers' rosters, etc.).</li> <li>• Conducts administrative work related to the educational processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate understanding of teaching methodologies.</li> <li>• Develops lesson plans and sets learning objectives.</li> <li>• Develops and / or delivers curriculum in a professional manner.</li> <li>• Creates and maintains safe and inclusive learning environments.</li> <li>• Identifies the students' development needs and uses adequate measures to support their learning.</li> <li>• Supports parents in understanding their children's educational needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that lesson plans are prepared and delivered in line with set policies and procedures.</li> <li>• Examines teachers and students' performance, identifies trends, and makes adequate recommendations.</li> <li>• Analyzes the results of the assessments conducted for the educational institutions (e.g. self-assessments, external assessments, etc.) and makes adequate recommendations with regard to action plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of effective methods to manage educational institutions.</li> <li>• Sets and directs the implementation of effective teaching strategies.</li> <li>• Ensures that educational institutions undergo professional assessments for developmental purposes.</li> <li>• Provides expert advice on education-related matters.</li> </ul>

## EDUCATION

### 04. OPERATIONAL LEADERSHIP

*The process of setting, implementing, and updating operational strategies, plans, and objectives in a manner that supports the achievement of the organization's strategic goals.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates awareness of the different categories of customers (internal / external).</li> <li>• Demonstrates understanding of his / her work priorities.</li> <li>• Adheres to operational policies and procedures at all times.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of the business unit's objectives.</li> <li>• Implements daily tasks in line with work plans.</li> <li>• Analyzes customers' feedback (e.g. complaints and suggestions) and makes adequate recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Participates in the implementation of the operational strategies and plans.</li> <li>• Identifies deviations from the work plans and makes adequate recommendations with regard to handling them.</li> <li>• Sets business unit-related objectives in line with the strategic goals of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets and reviews operational frameworks.</li> <li>• Establishes, updates, and ensures the implementation of the organization's operational strategies, plans, objectives, and key performance indicators.</li> <li>• Establishes, updates, and ensures the implementation of customer service strategies and initiatives.</li> </ul>

## EDUCATION

### 05. PROFESSIONAL AND ETHICAL BEHAVIOUR

*The process of maintaining professional and ethical standards of exemplary professional conduct.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates understanding of situations that might lead to a breach of the code of conduct and business ethics.</li> <li>• Abides by the organization's values and ethical standards.</li> <li>• Performs work to the best of his / her ability at all times.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of the organization's code of conduct and business ethics.</li> <li>• Applies professional high standards of relevance, accuracy and timeliness in the information and recommendations provided for stakeholders.</li> <li>• Reports cases of breach of code of conduct and business ethics.</li> <li>• Provides clarifications to others on the organization's code of conduct and business ethics.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies situations that might trigger unethical behavior and makes adequate recommendations to handle them.</li> <li>• Participates in the investigations related to the breach of code of conduct and business ethics.</li> <li>• Evaluates violations and determines suitable disciplinary action(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of the organization's code of conduct and business ethics.</li> <li>• Provides expert advice to stakeholders on good practices related to code of conduct and business ethics.</li> <li>• Takes ethical decisions despite of a situation's difficulty and pressure.</li> </ul>

## EDUCATION

### 06. PROFESSIONAL KNOWLEDGE

*The process of identifying, acquiring, and updating work-related knowledge in order to achieve set goals and objectives.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of educational concepts and methodologies.</li> <li>• Demonstrates basic understanding of the UAE's educational system.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates adequate knowledge of teaching practices and methodologies.</li> <li>• Demonstrates adequate knowledge of identifying the students' learning needs and assessing their progress.</li> <li>• Demonstrates knowledge of preparing lesson plans and identifying learning outcomes.</li> <li>• Demonstrates adequate knowledge of designing and / or delivering curriculum according to teaching strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of assessment frameworks and methodologies relevant to the evaluation of educational institutions.</li> <li>• Demonstrates knowledge of supporting underperforming students.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of managing educational institutions.</li> <li>• Demonstrates knowledge of setting teaching strategies.</li> <li>• Demonstrates knowledge of educational trends and developments.</li> </ul>

## EDUCATION

### 07. PROFESSIONAL PRACTICES

*The process of identifying good practices in the educational field in order to incorporate them into the UAE's educational system.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Demonstrates basic understanding of good practices in the educational field.</li> <li>• Collects and verifies information and data related to good practices in the educational field.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts basic research on good practices in the educational field.</li> <li>• Analyzes trends and identifies areas of strength and areas for development.</li> <li>• Creates awareness among colleagues and stakeholders on good practices in the educational field.</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarks good practices in the educational field and makes adequate recommendations in this regard.</li> <li>• Provides guidance to the educational staff on relevant good practices.</li> <li>• Identifies areas for development in the educational field and makes adequate recommendations in this regard.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes, updates, and ensures the implementation of good practices in the educational field.</li> <li>• Provides expert advice on educational practices.</li> <li>• Sets frameworks for development and review of good practices in the educational field.</li> </ul>

## EDUCATION

### 08. PROFESSIONAL DEVELOPMENT

*The ability to train and advise others on how to perform, improve, and succeed by producing best results.*

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Seeks, provides and successfully incorporates feedback into future behavior.</li> <li>• Is aware of the need for and the value of training.</li> <li>• Takes ownership of his / her career; implements a development plan that is aligned with performance evaluation; and/or coordinates with the line manager to identify strengths and areas for development.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively seeks feedback to gauge and monitor progress, and updates development plan to facilitate continuous self-improvement.</li> <li>• Participates in developing and delivering training to employees; as well as uses relevant training courses and programs to build the skills of others.</li> <li>• Provides regular, timely, constructive and actionable feedback to team members; and identifies potential people for talent development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a team environment where members provide each other with constructive feedback regularly and in challenging situations.</li> <li>• Identifies and communicates strengths and development areas in others; ensures development plans are implemented; as well as empowers and gives adequate exposure for all team members.</li> <li>• Balances the needs of the organization and career needs for individuals; leads the talent management process for the department; and leads training solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Drives strategic training initiatives to enhance the whole organization; as well as leads and influences the broader development planning process.</li> <li>• Actively arranges for developmental or stretch assignments into other functional areas or business units for the benefit of the organization and the individual.</li> <li>• Champions the development and retention of high potential and high performing individuals; as well as makes time available for coaching, mentoring and feedback.</li> </ul>