



COMPETENCIES LISTED BY JOB FAMILIES & SECTORS

Competency Dictionary

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Talents | Productivity | Efficiency

These are generic definitions which can further be customized to suit your application

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Overview of Competency Framework

The Competency Framework is an essential tool that plays a critical role in the different strategic Human Resource interventions or activities. Competencies are grouped under different classifications and defined across different levels of proficiency. Proficiency Levels are mapped to the different job levels within the organisation serving as benchmarks. This forms the bedrock for all initiatives across the Human Resource function as listed below:

Competency framework is applicable in Recruitment, Performance Management, Succession Planning, Learning and Development, Strategic Workforce Planning, Culture Alignment etc.

The benefits from the existence of this tool within an organisation are huge and helps to propel the Talent Management Strategy.

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Sample Competency Definitions across Proficiency Levels

All competencies have been defined across four (4) distinct proficiency levels. The table presented below is an example of the descriptions:

Audit		Proficiency Levels			
		1	2	3	4
Technical Competencies	Description	Basic	Intermediate	Advanced	Expert
Systems Audit	The ability to manage the process for reviewing and ensuring that all approved and documented processes and procedures are complied with in the course of operations.	Able to explain the objectives of systems control Able to differentiate between substantive tests and control tests Able to identify basic sampling techniques in system audit	Able to apply audit techniques and concepts to systems audit with assistance Able to document outcome of audit Able to analyze audit report and indicate remedial actions.	Able to apply the Organization's audit approach to other related aspects of systems audit Able to describe the impact of poorly managed systems audit to the business Able to identify and assess risks and determine control measures.	Able to apply proactive techniques in fraud prevention and control Able to coordinate projects aimed at reviewing and revalidating control issues in an audit environment. Able to create manuals to guide others in systems audit.
Computer Aided Audit Techniques (CAATs)	This is the tool which is used by the auditors. This tool facilitates them to make search from the irregularities from the given data. With the help of this tool, the internal accounting department of any firm will be able to provide more analytical results.	Effectively uses Microsoft office suite or equivalent (word processing, spreadsheet, presentation) Practices the use of CAATs in the audit process	Employs CAATs in the audit process. Effectively uses data extraction software Effectively uses automated working paper software	Formulates CAATs to support efficient delivery of internal audit projects. Effectively uses data extraction software	Evaluates and employs an appropriate overall automation strategy to make the IA activity as effective and efficient as possible Effectively uses automated working paper software

To download defined competencies across proficiency levels, please go to page 50.

Audit	Technical Competencies	Description
	Fraud Detection and Control	Articulating fraud prevention and detection techniques and procedures, in reducing the risk of fraud and identifying potential fraudsters.
	Investigation	Systematically investigating incidents to determine causes and identify methods to prevent recurrence.
	Internal Audit Practice	Conducting surveys, studies and other investigation for management operations or related processes to assess and report adequacy, validity and compliance/non-compliance to organisational requirements and policies.
	Reporting	Ability to produce reports, which are structured in a clear, concise, and logical format by going through the key stages of preparation, writing and review.
	Auditing	Combination of expert knowledge and techniques to inspect the accounting procedures and records and evaluate compliance to laid down financial procedures and recommend over the ones existing.
	Systems Audit	The ability to manage the process for reviewing and ensuring that all approved and documented processes and procedures are complied with in the course of operations.
	Computer Aided Audit Techniques (CAATs)	This is the tool which is used by the auditors. This tool facilitates them to make search from the irregularities from the given data. With the help of this tool, the internal accounting department of any firm will be able to provide more analytical results.
	Risk management policies and procedures	This is the process of understanding and applying organizational policies/procedures to manage and control both financial and non-financial risks to which the organization might be exposed.
	Risk identification and assessment	This is the process of detecting and evaluating risk factors that could adversely affect the implementation of the organization's strategy.
	Risk response and reporting	This is the process of developing and implementing procedures to mitigate identified risks or exposure to risk and disclosing risk information to both internal and external stakeholders.
	Internal control	This is the process of implementing a control framework to ensure the integrity of operations, financial and accounting practices.

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	Tax audit	This is the process of examining the organization tax return and position for compliance.
	Tax planning	This is the process of analyzing the financial situation or plan of the organization from a tax perspective (including international taxation and transfer pricing).

Accounting and Finance	Technical Competencies	Description
	Accounting	The skill or practice of maintaining and auditing records, recording financial transactions and preparing financial reports for the business using traditional accounting practices (such as accrual, obligations, and costs methods) in compliance with professional and regulatory requirements.
	Cash Management	Utilizing one or a combination of techniques for accelerating cash receipts, managing cash disbursements, managing or augmenting liquidity, increasing the amount of cash available for investment, and/or increasing returns from liquid investments.
	Corporate Finance	Applying the principles of funds/investment management, financing and risk management in making the company's core finance decisions to ensure profit maximization and shareholder wealth creation.
	Cost Accounting	The ability to deploy procedures used for rationally classifying, recording, and allocating current or predicted costs that relate to the company's product(s) or services, applying standard principles of cost determination, allocation and apportionment.
	Fixed Asset Accounting	Adequately and appropriately accounts for Fixed Assets (i.e. Land, Building & equipment for the company) in line with accounting standards and the company's accounting policies and procedures.
	Order Processing	Knowledge of how to process data and established procedures using approved systems.
	Revenue/Expenditure Management	Applying revenue/expenditure principles, concepts and procedures to ensure the appropriate processing of vendor invoices and accounting for revenue/expenditure.
	Tax Compliance	Ensuring compliance with relevant local, state, and federal tax laws and regulations.

	Tax Management	Applying the knowledge of relevant local, state, and federal tax laws and regulations (for the industry) in managing taxation and tax related issues for the company.
	Credit Management	Knowledge of policies and practices for validating customers' ability to pay and procedures for receiving payments from them.
	Planning and Budgeting	Applies planning and budgeting concepts and techniques in ensuring the accurate and timely preparation and reporting of the company's forecasts and budgets.
	Budgeting & Budgetary Control	Employs standard budgeting techniques (e.g. Incremental, Zero-based etc.) in preparing budgets and forecasts while monitoring to ascertain and analyze variances to guide future courses of action
	Cost Optimisation	Utilizes practical cost management and containment strategies in planning, controlling and optimizing business operating costs across all areas of the company's value chain.
	Financial Accounting	Captures and records financial events that allows the preparation and presentation of the financial condition of the company in accordance with local accounting standards
	Financial Reporting	Organizes and accurately presents financial information while generating ratios and indicators from financial and operational reports, interpreting and highlighting these information to determine trends for management decisions and action
	Understanding of International Financial Reporting Standards	Articulates the requirements of the International Financial Reporting Standards (IFRS) as the globally recognized principles-based accounting standard for the preparation and disclosure of financial statements
	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.
	Professional Accounting standards	This ensures that the organization conducts operations and fulfils its statutory and regulatory obligations according to professional accounting standards (domestic and/or international as applicable per business model).
	Digital costing	This is the process of recording costs related to digital products and services, for decision-making in the organization.

	Cost management	This is the process of analyzing, planning and managing costs (including product pricing and supply chain analysis) to support implementation of organizational strategies.
	Capital expenditure and investment evaluation	This is the process of assessing investments based on alignment with strategy, affordability, acceptable returns and prioritization of options.
	Management reporting	This is the process of delivering, discussing and reporting on the organization's operations and financial conditions (including quality and sustainability reporting, and customer profitability).
	Variance analysis	This is the process of using analytics to identify variances and root causes and prepare creative solutions.
	Mergers and acquisitions	This is the process of consolidating with and acquiring other organizations.
	Treasury policies and treasury risk management	This is the process of implementing policies and evaluating and managing risks associated with the organization's investment, funding activities, collections and disbursements.
	Business valuation	This is the process of estimating the economic value of a business unit or an organization.
	Valuation of intangibles	This is the process of specifically valuing intangibles, for the purposes of business unit or organization valuation.
	Corporate funding	This is the process of acquiring or raising funds to carry out organizational goals and objectives.
	Taxation law	This ensures that the organization understands and conducts operations based on statutory, regulatory and common-law rules applicable to the organization and its line of business.
	Tax return preparation and review	This is the process of reviewing and preparing tax returns in accordance with applicable business taxation law, including income, property, consumption and value added tax.
	Tax accounting	This is the process of recording financial records for tax purposes as prescribed by taxation law.
	Business valuation	This is the process of estimating the economic value of a business unit or an organization.

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	Valuation of intangibles	This is the process of specifically valuing intangibles, for the purposes of business unit or organization valuation.
	Corporate funding	This is the process of acquiring or raising funds to carry out organizational goals and objectives.
	Taxation law	This ensures that the organization understands and conducts operations based on statutory, regulatory and common-law rules applicable to the organization and its line of business.
	Tax return preparation and review	This is the process of reviewing and preparing tax returns in accordance with applicable business taxation law, including income, property, consumption and value added tax.
	Tax accounting	This is the process of recording financial records for tax purposes as prescribed by taxation law.

Business Management	Technical Competencies	Description
	Business Activity Benchmarking / Survey	Comparing internal data, metrics, information and standards with industry standards in order to effectively identify and adapt outstanding practices.
	Business Analysis	Applies a structured methodology to understanding the company's business needs, identifying how best to meet those needs, and developing strategies and processes to meet those needs.
	Business Consulting	Applies business solution expertise and tools in providing professional advice to enhance business performance
	Business Performance Measurement & Management	The understanding, formulation and management of operational plans and performance targets to meet corporate strategy and goals.
	Business Process Improvement	Identify, analyze, and redesign the organization's core business processes with the aim of achieving dramatic improvements in critical performance measures, such as cost, quality, service, and speed.
	Business Risk Management	Identifying and analyzing situations that have the potential to put the company's business interests at risk and

		developing/implementing solutions and processes that mitigate those risks.
	Contract Management	Applies contract management principles and practices in monitoring and managing the contracts on behalf of the organisation.
	Service Level Agreement Management	Employs contract management knowledge in defining, reviewing and monitoring agreements between service providers and recipients to ensure strict adherence to contracts.
	Quality Assurance	Designs and maintains quality control strategies & systems and institutes processes/procedures to ensure conformity to quality standards and service specifications.
	Business Advisory	Ability to apply a firm understanding of the business (value chain, business drivers etc.) in proactively identifying business opportunities for the business, creating solid business partnerships that yield/increase overall customer equity
	Data Gathering, Mining And Analysis	Develops and implements approaches to collect, maintain and update data as well as interpreting data to draw valid conclusions.
	Insurance Operations Acumen	Displays a working knowledge of the products and procedures in insurance operations in dealings/liaison with the company 's Insurers
	Process Improvement	Ability to analyze, identify gaps and improve processes in line with defined objectives based on understanding of data flow, internal controls, resources, activity type and interaction between processes within the business

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Customer and Client Service Management	Technical Competencies	Description
	Call Monitoring and Reporting	Examines, tracks and reports adherence to the call/contact handling roster and schedule
	Complaint Management	Effectively resolves customers' queries and complaints in a positive manner to enhance customer satisfaction.
	Customer Focus	Puts the customer first at all times, taking time to understand their needs and design service mechanisms in line with expectations.
	Customer Satisfaction Measurement	Monitors customer satisfaction through the use of formal and/or informal assessment techniques.
	Customer Service Ethos	Maintains a successful balance between customer needs and the needs of the customer service Centre.
	Integrated Voice Response	Analyses and interprets abandonment points, utilization metrics, and prompts to determine potential design issues / improvements and the identification of simple high volume transactions for customer self-service.
	Product & Service Advice & Support	Provides product and service related information, advice and assistance to customers, in order to fulfil sales and/or service obligations.
	Telephony	The operation and assessment of telephone equipment to manage the customer interaction
	Customer Needs Identification	Identifies and analyses customer key needs and buyer values, effectively matching needs to available products

Banking Operations	Technical Competencies	Description
	Cash Management	Collects, manage and disburse cash in accordance with bank's cash handling policies and procedures including measuring the cash flow and liquidity of the bank.
	Clearing/ Transaction Processing & Settlement	Applies knowledge of clearing house procedures, as well as understanding of local and cross border interbank payment systems and fund transfers.
	Foreign Exchange Market Operations	Works with an understanding of the concepts and practices governing foreign markets and operations in executing transactions denominated in foreign currencies.
	Funds Transfer & Payment Systems	Provide efficient transaction processing and outstanding banking support services to the customers at all times.
	Bank Audit and Compliance	Regulatory, legal and business requirements, audit and compliance across all bank divisions/disciplines. Includes development of policies and enforcement procedures to mitigate risk and increase operation efficiency.
	Commercial Lending Operations	Support services for commercial lending lines of business: Loan processing operations, letters of credit.

Corporate Finance and Investment Banking	Technical Competencies	Description
	Corporate Finance	Ability to evaluate, advice and close-out on corporate financial issues aimed at increasing/ maximizing shareholder value e.g. raising and managing capital, investment decisions, inorganic growth decisions etc.
	Understanding of Financial Markets & Instruments	Describes the workings of the financial markets – i.e. the interactions between market players, market standards, securities, price drivers and inherent risks – fostering capital issuance, risk transfer and international trade/investment with this knowledge.
	Financial Modelling	Applies statistical knowledge and basic programming tools (e.g. Microsoft Excel) in building financial representations for empirical

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		corporate performance evaluation and effective day-to-day business decision making
	Financial Statement Analysis	Ability to generate ratios and indicators from financial and operational reports, interpreting these ratios to determine trends for management decisions and action. Projects future financial condition of the organization
	Project Financing	Applies an understanding of the terms, conditions and risk/return considerations inherent in projects, in structuring innovative financing solutions (e.g. through Loan Syndication, Debt/Equity Financing etc.) for viable client projects.
	Investment Management Services	Investment services and portfolio management for corporate, high worth individual and government clients. Financial analysis and modeling, cash management and pricing, risk, trading practices, loan services, and investment research, strategy and management.

Asset and Wealth Management	Technical Competencies	Description
	Portfolio Management	Applies port-folio and risk management strategies, tools and techniques in identifying, selecting or creating, allocating and managing funds, assets and securities with an overall aim of investment growth in returns.
	Stakeholder Management	Ability to initiate/develop programs that will enable the company to build/create an outstanding relationship with its stakeholders(shareholders, public board members, etc.) by noting and managing their business objectives and expectations.
	Trust Administration	Combines knowledge of the laws and regulations governing Trusts with an understanding of various Trust Products in providing administrative services in the management of Trust accounts, assets and property
	Wealth Management and Personal Trust	Customized and sophisticated banking, investment management, liquidity and credit management, tax planning and inheritance/estate planning for private individuals who invest sizable assets.

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	Treasury services	Funds management, relationship with Federal Reserve, global FX trading, capital markets, risk management, economic research, funding of bank loans and credit services, correspondent relationships.
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Credit and Risk Management	Technical Competencies	Description
	Credit Assessment & Structuring	Analyses the eligibility of clients to qualify for a loan based on established parameters and criteria.
	Credit Disbursement	Release/disburse client loans according to approved amounts, terms and conditions, and in a timely manner (adhering to commitment to clients).
	Credit Risk Management	Applies standard risk management principles in identifying, measuring, monitoring and evaluating the risks inherent in credit exposure (loans and advances) while implementing strategies to mitigate the probability of loss.
	Liquidity Risk Management	Applies structural balance sheet management techniques in measuring and monitoring liquidity, assuring continuous ability to meet obligations when they come due
	Loan Monitoring	Review, maintain and monitor loan processes, documentations and recovery so as to avoid delinquency in accordance with guidelines and general best practices.
	Market Risk Monitoring & Control	Combines statistical and standard risk measurement techniques (e.g. Value at Risk methods) in analyzing, estimating and monitoring market risk profile, within the scope of trading
	Operational Risk Management	Applies a knowledge of Basel II standards and guidelines in the identification, measurement, monitoring, reporting, control and mitigation of Operational Risk

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	Risk Modelling	Selects and utilize appropriate methods to quantify the risk in a financial portfolio to aid decision making i.e. credit, market and operational risk.
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Treasury Management	Technical Competencies	Description
	Financial Instruments Knowledge	Ability to explain various money and capital markets instruments and understanding of the dynamics and associated risks of these instruments; as well as the ability to apply this knowledge
	Market Technical Analysis	Ability to apply charts and technical indicators in analyzing and predicting the price action and behaviour of currencies and securities across markets, securing enhanced yields on trades/deals.
	Trading	Ability to monitor, buy and sell financial instruments in order to make profit from price movements

Engineering and Construction	Technical Competencies	Description
	Civil Engineering	Utilizing design principles, specifications, techniques and procedure to plan, design and oversee the construction and maintenance of civil constructions and infrastructure.
	Electrical/Electronics Engineering	Translates knowledge of the theory, concepts and principles underlining electrical/electronics engineering (field theory, analog electronics, computer aided design of circuits and control theory) in designing, developing, operating and testing electrical and electronic equipment, components or systems.
	Engineering Equipment Operation	Ability to operate and perform daily preventive maintenance on engineering and construction equipment.

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	Engineering Inspection	Plans, inspects and reports on the specific condition of engineering assets, using the knowledge of general engineering design and fabrication standards
	Engineering Installation	Application of engineering knowledge in the mechanical, electrical and civil installations.
	Electrical Systems Maintenance & Repair	Combines knowledge of the workings of electrical equipment and standard electrical installation procedures in the repair and maintenance of electrical components and equipment.
	Facilities Engineering	Applies sound engineering principles and practices in the design, construction and lifecycle maintenance of facility installations, equipment, fixtures and fittings.
	High Voltage Systems Engineering	Applies knowledge of the inherent principles of electrical engineering and equipment in testing and operating equipment and conductors that carry current at transmission line-voltage.

Health, Safety and Environment	Technical Competencies	Description
	Emergency/ Crisis Management	Employing effective incident response systems (e.g. the Incident Command System) in identifying and managing emergencies in order to minimize the impact of crisis.
	Environmental Assessment	Applying the principles, tools and techniques for describing, analyzing, and interpreting results of the status of the environment in taking decisions that maintain quality environmental, health and social performance.
	Environmental Engineering	Knowledge and practice of the concepts, principles, theories, and methods to protect and improve the quality of the environment and its resources; and to monitor, control, abate, and prevent pollutants.
	Environmental Procedures Design	Ability to develop processes, procedures and controls to meet specifications of the Environmental Management System and relevant certification.
	Hazardous Substance Management	Proactively provides strategies to reduce impact of hazardous substances used in business operations on human health

	Health & Safety Standards Enforcement	Evaluating, interpreting and applying H&S standards regulations and procedures to the business operations to promote Occupational Health and Safety.
	Health Safety & Environment Awareness & Communication	Employing agreed communication guidelines and principles in developing, implementing, and monitoring H&S communication and awareness campaigns for staff, contractors, and third parties.
	Industrial Hygiene Practice	Enforces the concepts/principles of industrial hygiene in the workplace in order to achieve health objectives and promote workforce productivity.
	Occupational Health & Safety Management	Managing and adherence to, occupational health and safety requirements and environmental conditions at all times.
	Safety Engineering	Knowledge of scientific, engineering and management principles for ensuring safety through controlled design, development, operation, and disposal.
	Waste and Emissions Management	Applies the principles, techniques, and processes of managing wastes to prevent potential environmental and health impacts, as well as maintain a sound recording system for performance reporting

Administration and Logistics Management	Technical Competencies	Description
	Fleet Management	Ability to manage fleets as well as related activities such as vehicle financing, maintenance, tracking and diagnostics, driver management, fuel management and vehicular safety management.
	General Administration	Combines general clerical/desktop publishing skills with the knowledge of the company operational policies and procedural guidelines, in performing administrative & support tasks efficiently and effectively
	Inventory Management	Determines and maintains the most cost effective system for managing inventory of available resources and inventory for the company's operations and maximizes the utility and replenishment of these resources.

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	Records Management	Ability to efficiently and systematically maintain the records of the company
	Security Intelligence & Administration	Protects the bank 's physical assets and employees by sourcing and analyzing intelligence information, applying knowledge of corporate security policies and procedures

Brand Communication Management	Technical Competencies	Description
	Corporate Brand Management	Promotes the tangible and intangible aspects of brands, while protecting intellectual property i.e. copyrights, patents and enable the brand flourish
	Corporate Social Responsibility	Manages the company's impact on its stakeholders, the environment and the community in which it operates
	Events Management	Designs, plans and coordinates events within the context of company's business environment, applying practical business administration and project management skills and principles
	Web Design	Designs web pages/sites, applying standard mark-up and scripting languages (ASP, .Net, JSP etc., tools (Dreamweaver, Frontpage etc.) and protocols (HTML, JavaScript, CSS etc.) as are relevant in web authoring and development.

Human Resources	Technical Competencies	Description
	Career Counselling	Advising employees on career development and progression options.
	Change Management	Working to ensure that new initiatives policies, processes and/or technology are fully imbibed based on the understanding of the implications and challenges of organisational change.

These are generic definitions which can further be customized to suit your application

Compensation Benchmarking & Survey	Comparing internal compensation data, metrics, information and standards with industry standards and/or with those of similar organisations in order to effectively identify and adapt outstanding practices.
Competency Management	Knowledge of the processes, procedures and methods of identifying, developing and retaining people of high potential within the business.
Diversity Management	Appreciating and leveraging the capabilities, insights, and ideas of all individuals; working effectively with individuals having diverse styles, abilities, motivations, and backgrounds (including cultural differences).
Employee Relations	Attending to employee needs/concerns, and proactively managing relationships with employees.
Employee Retention	The assessment of factors that influence an employee's decision to resign and the implementation of, and active participation in, employee retention initiatives.
Exit Management	Understanding release regulations, constraints and policies, advises line and assists in handling individual cases.
Grievance & Discipline Management	Managing grievance systems and disciplinary procedures with a view to ensuring that due processes are adhered to and equity is upheld.
Interviewing Skills	Using effective techniques for communicating and asking questions in ways that enhance clarity, information flow, and reliability of the information.
Job Analysis & Design	Analyzing and evaluating jobs in the organisation to aid in job design/redesign and grading.

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Labour Law/Agreement Management	Knowledge of laws, rules, regulations, case law, principles, and practices related to negotiating and administering Labour agreements.
Learning and Development	Actively pursues learning and development in order to achieve results and to contribute to continuous improvement
Manpower/Workforce Planning	Knowledge of HR concepts, principles, and practices related to determining workload projections and maintaining adequate manpower/staffing needs to enhance human capital management.
Organisation Analysis & Design	Performing work and process redesign to improve individual, team and organisational effectiveness.
Performance Appraisal	Delivery and management of employee performance appraisal and the identification of improvement and development opportunities for others.
Performance Improvement	Adopting clear-cut strategies and methodologies in analyzing performance problems and designing interventions to enhance employees' performance.
Policy Design & Development	Designing and developing effective and transparent policies, taking into consideration the strategic direction and operations of the organisation.
Recruitment & Selection	Knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organisational needs.
Remuneration Analysis & Design	Designing and implementing the company's Pay Structure in line with its corporate Remuneration Policies, employing tax saving strategies.

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	Training Management	Designing, delivering, managing and evaluating training programs within the organisation.
	Training Needs Identification	Systematically analyzing learning needs and for individuals and teams.
	Talent Management	Ability to clearly establish and communicate expectations and accountabilities; monitor and evaluate performance; provide effective feedback and coaching; identify development needs and help employees address them to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles.
	Career Management	Utilizes the tools and resources contained in the Career Development Framework in shaping the logical progression of staff within the organisation, effectively aligning employee preferences/aspirations with organisational needs
	Compensation Systems Design & Administration	Combines knowledge of the key considerations in designing pay structures (e.g. internal, external and individual equity) with the understanding of the company's Reward Philosophy, in developing the company's pay structure and implementing the framework for disbursement
	Knowledge Management	Generates value from the intellectual assets/tacit knowledge and applies appropriate strategies and procedures to gather, structure, store, maintain and reuse vital information

These are generic definitions which can further be customized to suit your application

Information Management & Digital	Technical Competencies	Description
	Data Management	Administering and managing data (records, documents and files) efficiently, to promote maximum utilization and effective service
	Information Management	Applying theories and techniques of information science in identifying, garnering and effectively disseminating information (documents, records and knowledge) in order to support/ facilitate evidence based decision making.
	Information Sourcing & Analysis	Ability to obtain the right quality and quantity of data/ information, process and analyze information obtained and draw conclusions relevant to issues at hand.
	Data Science (Big Data Analysis)	Ability to use the growing velocity, variety, and volume of data and information to make material change and improvements in the way the enterprise interacts with customers, partners, regulators, and employees; manages risk and runs efficient operations.
	Microsoft Office Suit Applications - Word	Ability to makes effective use of MS Office Applications (i.e. Microsoft Word, Access, Excel, and Power Point) to meet work requirements, achieve results and update capabilities as needed.
	Microsoft Office Suit Applications - Excel	Ability to makes effective use of MS Office Applications (i.e. Microsoft Word, Access, Excel, and Power Point) to meet work requirements, achieve results and update capabilities as needed.
	Microsoft Office Suit Applications - Power Point	Ability to makes effective use of MS Office Applications (i.e. Microsoft Word, Access, Excel, and Power Point) to meet work requirements, achieve results and update capabilities as needed.
	ICT Information Management - (Digital Competency)	Identify, locate, retrieve, store, organize and analyse digital information, judging its relevance and purpose.

	ICT Communication - (Digital Competency)	Communicate in digital environments, share resources through online tools, link with others and collaborate through digital tools, interact with and participate in communities and networks, cross-cultural awareness.
	Content-creation - (Digital Competency)	Create and edit new content (from word processing to images and video); integrate and re-elaborate previous knowledge and content; produce creative expressions, media outputs and programming; deal with and apply intellectual property rights and licenses.
	ICT Safety & Security - (Digital Competency)	Personal protection, data protection, digital identity protection, security measures, safe and sustainable use.
	ICT Problem-solving (Digital Competency)	Identify digital needs and resources, make informed decisions as to which are the most appropriate digital tools according to the purpose or need, solve conceptual problems through digital means, creatively use technologies, solve technical problems, update one's own and others' competences.
	Applications Support And Maintenance	Develops, maintains and enhances business applications, combining business analysis skills with software enhancement, configuration and troubleshooting methods, working towards overall systems exploitation
	Business Analysis	Analyses and reviews all or part of the business, documenting results in the form of 'business functions' and 'business processes' and defining requirements (and acceptance criteria) in preparation for the development of systems and business applications
	Database Design and Administration	Combines knowledge of database architecture/design concepts and data storage schemes in designing, creating, administering and maintaining physical databases that assure overall data availability, reliability and integrity
	Hardware Configuration	Assembles, installs and configures computer hardware systems, readily troubleshooting for hardware-related PC problems.
	Information Content Authoring	Follows standard web authoring processes and quality assurance procedures in planning, designing and creating textual and graphical content, delivered electronically.

Information Security	Ensures adequate technical and organisational safeguards to protect the continuity of IT infrastructure services by the implementation of IT security principles, methods, practices, policies and tools that are used in securing IT resources including information and operations security, physical security, business continuity/disaster recovery planning, methods to deal with security breaches and security assessment in a technical environment.
IT Architecture	Plans all aspects of infrastructure (including physical implementation) necessary to ensure the provision of network services, encompassing the communication of data, voice, text and image
IT Governance	Processes that ensure effective and efficient use of IT in enabling an organization to achieve its goals.
Network Planning and Design	Plans all aspects of infrastructure (including physical implementation) necessary to ensure the provision of network services, encompassing the communication of data, voice, text and images
Operating Systems Administration	Works with specific interface applications and relevant OS administration tools/techniques, in installing, configuring, managing and maintaining operating systems (for single and multiple domain based networks)
Programming/Software Development	Applies programming languages (relevant to an application domain) and formal logic in writing, executing and maintaining solution (source) codes and algorithms aimed at addressing specific business requirements
Server Administration	Combines knowledge of baseline technologies/languages, and an understanding of server functionality (and associated security implications), in setting up (installing & configuring), administering and maintaining servers for client operating systems.
Service Desk & Incident Management	Process aimed to restore IT Services to their defined Service Levels as quickly as possible. Responsible for receiving and processing Service Requests, assisting users, and coordinating the Incident Resolution with Specialist Support Groups. Throughout the process, users are informed at regular intervals about their Incidents' status.
Solution Architecture	Designs the structural frameworks (hardware and software architecture) for solutions in order to automate business processes and resolve business issues in a particular business or functional area
Systems Design	Systems design is the procedure of defining the structural design, components, modules, interfaces, and data for a system to satisfy specified requirements.

These are generic definitions which can further be customized to suit your application

	Systems Integration	Process of bringing together the component subsystems into one system and ensuring that the subsystems function together as a system
	Business Applications Support and Maintenance	Able to support and maintain application software being used by the company.

Sales and Marketing	Technical Competencies	Description
	Brand Management	Applies marketing techniques in managing products and services, thus increasing the value of brands and promoting overall corporate image
	Channel Marketing	The ability to employ the appropriate approach among various competing avenues available to ensure that products get into the hands of the ultimate end users.
	Customer Retention / Churn Management	Attraction and retention of new customers ensuring that customers continue to be active users of the company's product and service
	Marketing and Sales Acumen	Uses effective marketing and persuasion to improve awareness, generate interest and enhance demand for the company's products and services
	Marketing Communication	The ability to employ a wide range of tools, equipment and approach to communicate about and promote awareness of product offerings and thus generate increased sales.
	Marketing Research	Applies knowledge of marketing principles and practice in gathering, analyzing and interpreting data pertaining to the market, customers and competitors.
	Merchandising	Knowledge of the methods, practices, and operations used to promote and sustain commercial activity contributing to the sale of products to a retail consumer.
	Product Development	Applies creative methods in developing innovative products or services that meet customers needs

	Product Knowledge	Applies the knowledge of the features and benefits of the company's products to serving customer needs and the needs of the Organisation
	Retail Management	The knowledge of processes encompassing all the steps required to bring the customers into the store and fulfill their buying needs thereby helping the customers to procure desired merchandise from retail outlets for their end use.
	Sales Forecasting	Prediction of future sales, based mainly on past sales performance taking into account the economic climate, current sales trends, network capacity, company policy, and market research.
	Sales Planning and Opportunity Management	Identifies potential sales opportunities and how to generate sales plans
	Sales Tracking and Reporting	Monitors quantitative and qualitative sales performance, to identify gaps between performance targets and actual performance
	Business Development	Identifies and secures new business opportunities (centered around the specific needs of customers) that improve the company's overall market position and generate additional revenue.
	Relationship Management	Builds long term internal and/ or external relationship with people critical to the company's success. Also exhibits the proficiency to build lasting customer relationships, make compromises and respect value of individual differences.
	Channel Management	Positions the company's products and services to clients focusing on distribution, customer segmentation , product and channel profitability
	Marketing/Sales	Employs effective marketing and sales strategies/techniques (including practical persuasion skills) to improve customers awareness, generate interest and promote demand for the company's products and services.

These are generic definitions which can further be customized to suit your application

Supply Chain Management	Technical Competencies	Description
	Acquisition	Obtaining assets and services that ensure best value to the company; and ensuring that assets available are effectively utilized, maintained and managed to meet the company's needs.
	Inspection	Developing, implementing and monitoring criteria in line with standards and procedures; performing reporting and following up on recommendations.
	Inventory Management	Ability to determine and maintain the most cost effective level of materials , and at the same time maximize the available resources
	Pre-qualification/Tenders Analysis	Drawing from an in-depth understanding of standard Prequalification and Tenders Analysis processes in registering, assessing and selecting contractors, taking into consideration user and organisational requirements.
	Procurement Management	Manages procurement policies, processes and procedures in order to ensure that supplies of good quality are acquired efficiently, on time and at a reasonable cost
	Supply Chain Sourcing	Organizing and gathering facts and data about suppliers which when placed together with supply market research provides the insights required to effectively manage suppliers and supply markets to the company's advantage
	Vendor Management	Develops vendor relationships through negotiation and rapport building; structuring "win-win" situations
	Supply Chain Management	The process of identifying and fulfilling the business units' procurement-related needs in a satisfactory and timely manner.

Telecoms & Technology	Technical Competencies	Description
	Control Network Technologies	Knowledge of switching , GSM core network elements , 3G & 4G evolution , GSM numbering plans , routing plans and signaling plans , Understanding of Core Protocols.
	International Roaming	Demonstrates knowledge conventions and protocols governing setting up and maintaining relationships with international carriers for international roaming
	IP Technologies	Knowledge of IP systems and protocols , Packet based technologies , MPLS , ATM , Routing Protocols , IP security , IP backbone and access technologies and configurations.
	Network Availability Management	Applies the knowledge of systems reliability and maintainability to design, implement, measure and manage network infrastructure availability
	Network Capacity Management	Effectively manages and optimizes network capacity (i.e. satisfies network demands on time and at a reasonable cost), by combining knowledge of network utilization with standard forecasting techniques .
	Network Commissioning	Effectively integrates new network elements into existing network infrastructure by making use of the knowledge of network design specifications and network equipment operating standards.
	Network Equipment Installation	Adheres to network equipment operating standards and set-up procedures in installing and configuring telecommunication network equipment's.
	Network Operations	Applies the knowledge of network equipment operations and user procedures to the day-to-day running of the telecommunications infrastructure
	Network Planning and Design	Utilizes design principles, specifications, techniques and procedures to forecast, plan, conceptualize and oversee the implementation of telecommunication networks and infrastructure

	Network Security and Assurance	Adheres to security principles, specifications, techniques and procedures in safeguarding telecommunication network equipment and infrastructure against security breaches
	Outside-plant Network Construction	Utilizes outside plant placement and construction techniques to deploy outside-plant network elements
	Radio Access Technologies	Knowledge of radio fundamentals , radio propagation theory , Frequency reuse , Modulation schemes , Radio parameter knowledge , antennae systems , Radio network management systems.
	Service Continuity Management	Anticipates and analyses service vulnerabilities, developing contingency plans and maintenance methodologies aimed at ensuring the resilience of the network to service disruptions or eventualities
	Service Monitoring and Control	Monitors the health of network equipment and services and initiates remedial actions to minimize the impact of service incidents and system events
	Technology Management	Understanding all aspects of managing a Telcom Network , An understanding of Design, Plan, Build , Operate and Maintenance. Development of policy , process and procedure to meet business requirement. Managing Next Generation technologies.
	Telecommunication and Mobile Network Standards and Specifications	Knowledge of standard Telecoms bodies and the specifications . (e.g. GSM, 3GPP, CCITT, ETSI, IEEE802.3, etc.).
	Telecommunications Technology Fundamentals	Knowledge of telecommunication technologies and their applications in the deployment of telecommunication network infrastructures
	Transmission Media Technologies	Knowledge of the various means of transporting telco traffic (e.g. Fibre Optics, Multiplexing and cross connection , Band Width grooming , PDH , SDH , ATM protocols).

These are generic definitions which can further be customized to suit your application

Building and Facility Management	Technical Competencies	Description
	Facilities Management	Ability to effectively and efficiently manage the allocation and operational maintenance of the company's physical assets (e.g. buildings, furniture, equipment, fixtures, etc.) and mechanical/electrical equipment's to ensure it supports the company's business activities to create a conducive office environment
	Design and Management of Buildings and Facilities	The process of designing and management of buildings and facilities while maintaining safety at all times.
	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.
	Interior Design	The process of designing the interior – and exterior sometimes - decoration of a building / space.
	Maintenance Systems and Programs	The process of identifying and performing planned and / or ad hoc maintenance jobs in a timely and efficient manner.
	Surveying and mapping	Surveying is the technique, profession, art and science of determining the terrestrial or three-dimensional positions of points and the distances and angles between them.
	Property management	Property management is the overseeing of residential, commercial and/or industrial real estate, including apartments, detached houses, condominium units and shopping centers.

Legal	Technical Competencies	Description
	Contract Management	Manages systematically and efficiently contract creation and execution for the purpose of maximizing business, financial and operational performance, while minimizing risk to the company

These are generic definitions which can further be customized to suit your application

	Corporate Governance	Applies a crafted governance framework consisting of rules, policies and practices, in assuring accountability and transparency in dealings with stakeholders (financiers' customers, management etc.) while safeguarding the interests of the company as an entity
	Legal Advice	Offers formal legal opinions on issues affecting the company, based on an understanding of relevant government legislation, regulatory provisions and industry guidelines
	Legal Documentation	Applies relevant legal knowledge drafting legal documents such as contracts, bids, leases and various litigation documents in a concise and clear manner using appropriate legal terms while enforcing the company's security interest (guarantor's personal property or fixtures) against third-parties, through possession and/or statutory registration in the event of loan defaults
	Legal Proceedings	The process of understanding the sequential progress of any lawsuit or judicial procedure from the beginning until a final verdict is issued.
	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.
	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.
	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.
	Legal Research and Studies	The process of preparing legal research and studies using relevant information and tools.

Project Management	Technical Competencies	Description
	Project Time & Cost Management	Ability to effectively manage project schedules and budgets, applying the combined project time and cost management tools and procedures

These are generic definitions which can further be customized to suit your application

	Resource Management	Able to plan and allocate financial, human and material resources (based on priorities & availability) in a manner that assures the achievement of planned goals/objectives
	Scope Definition & Management	Ability to analyses, defines and controls the scope of a project through its lifecycle, utilizing standard scope management tools and methods
	Lifecycle Management	the process of managing the entire lifecycle of a product from inception, through engineering design and manufacture, for service and disposal of manufactured products.
	Project Monitoring	Project Monitoring refers to the process of keeping track of all project-related metrics including team performance and task duration, identifying potential problems and taking corrective actions necessary to ensure that the project is within scope, on budget and meets the specified deadlines.
	Change Management	is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies.

Procurement Management	Technical Competencies	Description
	Procurement Management	Ability to evaluate vendor sources as well as negotiate and procure items and assets for the company according to the schedule and specifications required, and at an optimal price
	Inventory management	Inventory management is the supervision of laboratory equipment
	Supplier management	Supplier relationship management is the discipline of strategically planning for, and managing, all interactions with third party organizations that supply goods and/or services to an organization in order to maximize the value of those interactions.

These are generic definitions which can further be customized to suit your application

Strategic Management	Technical Competencies	Description
	Business/Operational Strategy	Recommends strategic choices/ decisions on choice of products, meeting customer needs, gaining advantage over competitors, exploiting or creating new opportunities etc. and how each part of the business is organized to deliver the corporate and business-unit level strategic direction.
	Corporate Strategy	Establishes a course of action to accomplish the company's long-term goal or vision, defining intermediate goals and contingencies and contemplating a range of possible scenarios that drive the industry and stakeholder definition of value
	Strategy Development & Execution	Ability to develop and implements strategies for the business, effectively analyzing trends and business imperatives and works with relevant strategy development tools to ensure achievement of specific goals

Insurance	Technical Competencies	Description
	Insurance principles and practice	This competency is about an individual's knowledge and understanding of the core principles of insurance and how this is applied on a day to day basis
	Insurance products and services	This competency is about an individual's knowledge and understanding of the range of insurance products and services available in the market and how that knowledge can be used to meet client needs. The term 'services' refers to non insurance benefits, such as help lines, authorized repairs and suppliers, uninsured loss recovery and risk control advice. These are often, but not always, provided as an add-on to specific types of policies.
	Compliance and operational risk knowledge	This competency is about an individual's knowledge and understanding of regulatory requirements and how to meet these on a day to day basis. It is also about understanding the concept of operational risk and how this is controlled within organisations.

Assessing and transferring risk	This competency is relevant to those whose main role is not underwriting (for example, brokers and claims handlers), but who nonetheless may require some knowledge and understanding of how risks are assessed and transferred. There are separate specialist underwriting competencies for those whose main role is underwriting.
claims handling/management	This competency is relevant to those whose main role is not claims handling/management (for example, brokers and underwriters), but who nonetheless may require some knowledge and understanding of how claims are handled and managed. There are separate specialist claims competencies for those whose main role is claims handling/management
Underwriting and pricing risk	This competency is relevant to those whose main role is not underwriting (for example, brokers and claims handlers), but who nonetheless may require some knowledge and understanding of the underwriting and pricing process. There are separate specialist underwriting competencies for those whose main role is underwriting
Risk perception and assessment	This competency is about knowledge and understanding of the information gathering process, the factors that affect the acceptance and underwriting of risks and how these are applied on a day-to-day basis.
Pricing Risk	This competence is about knowledge and understanding of the factors that affect the pricing of risks and the ability to apply these on a day-to-day basis
Underwriting Process	This competency is about the knowledge and understanding of the organization's underwriting processes and procedures which is needed for new risks, alterations, renewals and/or cancellations to be processed in an accurate and timely manner.
Underwriting management	This competency is about knowledge and understanding of the factors that affect the performance of an underwriting portfolio and how risk exposure can be monitored and controlled.

These are generic definitions which can further be customized to suit your application

	Claims handling	This competency is about the knowledge and understanding of the processes and procedures for processing claims by an intermediary and the application of this knowledge on a day-to-day basis
	Claims notification and investigation	This competency is about the knowledge and understanding of the claims notification process, how claims are validated and investigated and the application of this knowledge on a day to day basis.
	Claims Settlement	This competency is about the knowledge and understanding needed to agree quantum and settle claims, identifying any opportunities for recoveries and its application on a day-to-day basis.

Corporate Governance	Technical Competencies	Description
	Corporate Governance	This competency refers to the ability to understand the principles and recommended practices of corporate governance in the conduct of business. The scope includes observing the code on corporate governance to achieve business sustainability and long-term shareholder value.
	Risk Management	This competency refers to the ability to identify and manage risks related to capital market industry. The scope includes developing risk management programs; undertaking regular risk assessment and providing regulatory advice and solutions on risk issues.
	Anti-Money Laundering	This competency refers to the ability to understand and comply with the regulatory requirements and standard practices of Anti-money laundering (AML) laws. The scope includes recognizing red flags and detecting transactions which may fall under AML laws and carrying out the necessary prescribed actions in a timely manner.

Capital Market	Technical Competencies	Description
	Capital Market Institutions	This competency refers to the ability to understand and apply knowledge of the regulatory landscape of the capital market. The scope includes knowledge of the principles of regulation, roles and functions of the relevant authorities and the regulatory framework.
	Capital Market Intermediaries	This competency refers to the ability to identify and apply the knowledge of the rules and regulations related to the licensing framework, and regulated and permitted activities. The scope includes knowledge of fit and proper requirements, duties they are applicable to and expected conduct of intermediaries in carrying out their business and activities.
	Capital Market Products Regulations	This competency refers to the ability to identify and apply the knowledge of the regulatory framework related to securities offerings in a country. The scope includes knowledge of the requirements for structuring and issuance of securities offerings, offering of debentures, unit trust schemes and prescribed investment schemes in a timely manner.
	Islamic Capital Market Regulations	This competency refers to the ability to understand and apply the knowledge of the regulatory framework related to Islamic Capital Market (ICM). The scope includes the knowledge of Shariah principles and requirements to ensure product and service offerings are Shariah-compliant
	Capital Market Environment	This competency refers to the ability to understand the different components of the capital market environment and relate the structure and background to the respective capital market activities. The scope includes knowledge of the economy, regulatory framework, market structure, market participants and technology advancement.
	Capital Market Fundamentals	This competency refers to the ability to apply the knowledge of capital market principles in performing related capital market activities. The scope includes understanding of economics, financial and capital market instruments and related theories.
	Capital Market Products	The competency refers to the ability to understand the elements and mechanism of capital market products and apply the knowledge in meeting specific objectives. The scope includes the understanding of characteristics, risks and return as well as performance of the product.

These are generic definitions which can further be customized to suit your application

	Valuation	This competency refers to the ability to determine the value of a project, asset or company. The scope includes analyzing qualitative and quantitative factors impacting the value of the project, asset or company.
	Derivatives Dealing	This competency refers to the ability to perform derivatives transactions according to applicable procedures and regulations. The scope includes dealing in derivatives products.
	Investment Research and Analysis	This competency refers to the ability to gather data and conduct appropriate analysis with the purpose of assisting clients to make informed investment decisions. The scope includes research on economy, sectors, and companies to identify suitable investment options and opportunities.

Consulting	Technical Competencies	Description
	Takeovers and Mergers	This competency refers to the ability to understand and comply with the principles and rules pertaining to takeovers and mergers. The scope includes understanding the situation when a takeover offer must be made and the ability to comply with the processes and procedures stipulated in relevant rules and regulations in a timely manner, as well as supplying sufficient information to enable relevant parties to assess the merit of the takeover offer
	Business Presentation	This competency refers to the ability to deliver formal and informal presentations that are suited to the characteristics and needs of a specific audience. The scope includes preparing the presentation materials in a variety of media formats and presenting the materials with the aid of electronic and print media as required.
	Capital Structuring	This competency refers to the ability to determine the optimal capital structure for the business. The scope includes reviewing the nature of business and its cash flow, identifying the cost of capital, and recommending corporate finance strategies i.e. financing (loans/borrowing) and/or fundraising (debts/equity).

These are generic definitions which can further be customized to suit your application

	Corporate Finance Advisory	This competency refers to the ability to advise companies in making informed decisions regarding the financial aspects of their business. The scope includes providing advice and recommendations relating to Corporate Finance activities, risk management and regulatory compliance.
	Due Diligence	This competency refers to the ability to conduct due diligence for the purposes of timely, sufficient and accurate disclosure of material statements/information or document relevant to a corporate proposal. The scope includes reviewing and verifying all financial, legal and other relevant information in relation to the corporate proposal.
	Planning and Execution	This competency refers to the ability to plan, organize and implement activities to achieve intended objectives. The scope includes ability to develop work plans, coordinate activities with related parties, and communicate progress to relevant stakeholders and interested parties

Data Analysis	Technical Competencies	Description
	Requirements and business analysis	Understanding of the data requirements for an effective business analysis
	Data governance	Data are a key asset for any organization and needs to be regarded and handled as such. This applies at all stages of the data life cycle from its creation, through storage, sharing, use and ultimately removal. Organizations will have policies and procedures in place to underpin good data governance
	Data management	Specialist knowledge of specific data types and skills necessary to ensure data are managed in a way that supports efficient onward use including linkage between disparate data sources.
	Data Manipulation	Working with data holdings to reformat, cleanse and combine data. The techniques applied are fairly mechanical in nature and require no detailed understanding of analytics and potentially little domain knowledge of the data itself (e.g. where the transformations are defined by a domain expert). Typically, data manipulation is a precursor to more complex processing and involves ensuring that the data are in the right format and of an appropriate quality.

	Analysis and Modelling	This section covers analysis of data (in a range of formats including imagery and various spatial data formats) and data modelling. The techniques applied here are more complex than simple manipulation and require deeper knowledge of the methods themselves as well as domain knowledge of the data being processed. The area includes statistical knowledge, processing chains, machine learning (automated identification of potential patterns in datasets) and predictive analytics (making predictions about future events).
	Visualization	This covers summarizing and communicating data and various analytical outputs for different audiences, including interactive web-based visualization
	Data strategy and planning	This is the process of developing and managing a set of choices and decisions that align the organization's data strategy to its business strategy.
	Data analytics	This is the process of quality-checking data from multiple sources, choosing appropriate metrics measurements, and developing analytics and verification applications to provide the organization with analytics-based solutions.
	Big data	Big data" is a field that treats ways to analyze, systematically extract information from, or otherwise deal with data sets that are too large or complex to be dealt with by traditional data-processing application software.

Communication	Technical Competencies	Description
	Press and Media	The news media or news industry are forms of mass media that focus on delivering news to the general public or a target public. These include print media, broadcast news, and more recently the Internet.
	Digital	Digital data is data that represents other forms of data using specific machine language systems that can be interpreted by various technologies.
	Internal Communication	is the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of an organization.

These are generic definitions which can further be customized to suit your application

	Campaigns and Marketing	The efforts of a company or a third-party marketing company to increase awareness for a particular product or service, or to increase consumer awareness of a business or organization. A marketing campaign has a limited duration.
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Quality Control	Technical Competencies	Description
	Quality Control/Continuous Improvement	Demonstrating the ability to design, analyze and effectively use systems, components and methods with a framework of quality and continuous improvement
	Troubleshooting	Diagnosing and correcting abnormalities and malfunctions in equipment and production processes
	Quality Control and Quality Assurance:	Ensuring product and process meets quality requirements as defined by client specifications.

Office Administration	Technical Competencies	Description
	Documentation and Archiving	The process of collecting, organizing, storing, disposing, and providing access to documentation / records in line with set policies and procedures.
	Office Management	The process of providing quality office management support services in line with set policies and procedures.
	Workspace strategy	Workplace Strategy is the dynamic alignment of an organization's work patterns with the work environment to enable peak performance and reduce costs

Politics and Diplomatic	Technical Competencies	Description
	Political Analysis	The process of analyzing political issues and circumstances through gathering, organizing, and using available information and resources.
	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.
	Partnerships and Alliances	The process of developing and leveraging partnerships / alliances to achieve results that serve mutual interests.

These are generic definitions which can further be customized to suit your application

	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.
	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.
	Religious Research and Studies	The process of preparing religious research and studies using relevant information and tools.

Community Development	Technical Competencies	Description
	Family Counseling and Guidance	The process of identifying family-related problems, designing effective interventions, and managing cases effectively.
	Social Welfare and Protection	The process of providing social services that create social welfare and take care of Nationals who are not able to provide for a decent life.
	Social Research and Studies	The process of preparing social research and studies using relevant information and tools.

Media and Contents	Technical Competencies	Description
	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)
	Photography and Montage	The process of identifying photography specifications, capturing satisfactory photos / images, and conducting necessary montage.
	Editorial Writing	The process of preparing, re-writing, and editing copies in line with the prints and publishing laws and regulations.
	Media	The process of researching, developing, editing, and combining contents that suit different media.
	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.
	Radio and Television Programs	The process of conducting radio and TV production activities in line with the established broadcasting laws and regulations.
	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.

These are generic definitions which can further be customized to suit your application

	Technical Competencies	Description
Labour	Judicial Policing	The process of collecting criminal evidence from a workplace and conducting investigations to arrest criminals.
	Labor Inspection	The process of ensuring compliance with the country's labor law and its amendments in order to create a positive work environment
	Labor Laws and Regulations	The knowledge and understanding of the labor laws and regulations which are relevant to the organization so that they are well-interpreted, implemented, and used to develop policies.

	Technical Competencies	Description
Health and Medicals	Diagnosis of Health Conditions	The process of assessing and diagnosing the patient's health condition in order to recommend a suitable treatment plan.
	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.
	Medical Devices and Tools	The knowledge of and ability to use medical devices and tools in order to evaluate and treat patients.
	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.
	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.
	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.
	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.
	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.
	Symptom management	The goal of symptom management is to prevent or treat as early as possible the symptoms of a disease, side effects caused by treatment of a disease, and psychological, social, and spiritual problems related to a disease or its treatment.

These are generic definitions which can further be customized to suit your application

Environment and Water	Technical Competencies	Description
	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.
	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.
	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.

Economy & Statistics	Technical Competencies	Description
	Analysis and Processing of Statistical Data	The process of utilizing adequate tools to analyze and process statistical data.
	Statistical Surveys	The process of identifying suitable survey questions, analyzing results, and reporting accurate findings / results.
	Economic Analysis	The process of analyzing economic data and creating internal and external economic reports using appropriate tools and / or regulatory requirements.
	Monitoring and Inspection	The process of monitoring and examining economic data, trends, and reports; identifying phenomena; and making adequate recommendations.

Education	Technical Competencies	Description
	Educational Leadership	The process of enlisting and guiding the talents and energies of teachers, students, and parents towards achieving common educational goals.
	Professional Knowledge	The process of identifying, acquiring, and updating work-related knowledge in order to achieve set goals and objectives.

Strategy and Planning	Technical Competencies	Description
	Strategy	This is the process of articulating the organization's general sense of identity and direction – outlining why the organization exists, for whom and what the stakeholders require.
	Business models	This is the process of organizations being able to align their strategy and vision into operating models for sustainable success.
	Market and regulatory environment	This is the process of understanding the market and industry in which the business operates, including identifying risks and opportunities while ensuring compliance with regulatory obligations.
	Process management	This is the process of planning and monitoring structured activities or operations that generate a specific service or product.
	Business relations	This is the process of establishing and managing both internal and external relationships to meet organizational objectives and governance responsibilities.
	Business ecosystems management	This is the process of analyzing, creating and managing an organization's ecosystem.
	Macroeconomic analysis	This is the process of understanding and interpreting the impact of external factors on the organization, such as market/industry trends, geographic trends, cultural needs, stakeholders and consumers.

ICT	Technical Competencies	Description
	Computer Forensics	Knowledge of tools and techniques pertaining to legal evidence used in the analysis of information contained within and created with computer systems and computing devices.
	Configuration Management	Knowledge of the principles and methods for control of changes made to information systems components throughout the information system life cycle.
	Data Management	Knowledge of the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes.

These are generic definitions which can further be customized to suit your application

	Encryption	Knowledge of procedures, tools, and applications used to keep data or information secure, including public key infrastructure, point-to-point encryption, and smart cards.
	Information Assurance	Knowledge of methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.
	Information Resources Strategy and Planning	Knowledge of the principles, methods, and techniques of information technology (IT) assessment, planning, management, monitoring, and evaluation, such as IT baseline assessment, interagency functional analysis, contingency planning, and disaster recovery.
	Information Systems Security Certification	Knowledge of the principles, methods, and tools for evaluating information systems security features against a set of specified security requirements.
	IT Security Architecture	Knowledge of architectural methodologies used in the design and development of information systems, including the physical structure of a system's internal operations and interactions with other systems and knowledge of standards that either are compliant with or derived from established standards or guidelines.
	Network Security	Knowledge of methods, tools, and procedures, to protect the organization's system boundaries and to prevent information systems vulnerabilities, and provide or restore security of information systems and network services.
	Software Security	Knowledge of the secure principles, methods, and tools used in the software development life cycle.
	Systems Life Cycle	Knowledge of systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.
	Systems Testing and Evaluation	Knowledge of the principles, methods, and tools for analyzing, developing and executing systems test and evaluation procedures and technical characteristics of IT systems, including identifying critical operational issues.

Pharmaceuticals	Technical Competencies	Description
	Manufactures and compounds medicines	Drug compounding is often regarded as the process of combining, mixing, or altering ingredients to create a medication tailored to the needs of an individual patient. Compounding includes the combining of two or more drugs.
	Reviews and dispenses medicines accurately	Reviews the process of preparing and giving medicine to a named person on the basis of a prescription.
	Patient Consultation Skills	Rendering of advice or professional opinion, followed by a report of findings to the referring physician.

These are generic definitions which can further be customized to suit your application

	Patient Management Skills	The management of an entire system of care involving both patient and practice.
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Soft Skills	Technical Competencies	Description
	Decision Making	Acts promptly when required to make sound decisions based on the analysis of factual information, experience and judgement, with consideration for resources, constraints and organisational values.
	Emotional Intelligence	Manages and controls own feelings, guiding and shaping behaviour and choices (from self as well as within relationships) from a standpoint of intra and inter-personal emotional cognition
	Influencing	Identifies continuously, and seeks to address learning and professional developmental needs to enhance individual and organisational performance
	Interpersonal Relations	Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations.
	Negotiation	Applies interactive negotiation techniques, exploring positions and alternatives to reach outcomes that gain the acceptance of all parties
	Communication	Conveys information clearly and effectively and delivering persuasive, compelling messages based on sound logic, creating an environment that provides employees with the tools to exchange information and ideas in an interactive session designed to meet defined objectives, transforming individual knowledge into organizational knowledge
	Personal Effectiveness	Displays essential skills which ensure that work is performed in the most efficient manner and tasks are accomplished as planned, while minimizing stress and maximizing learning opportunities

	Problem Solving	Identifies and analyzes issues and challenges; weighs relevance and accuracy of information; generates and evaluates alternative solutions while making appropriate recommendations
	Team Spirit	Works collaboratively with others to achieve goals; taking actions that reflect willingness to embrace change, foster agreements, and respect the uniqueness and contributions of others
	Attention to Detail	Be thorough and conscientious, taking extreme care and showing concern for all areas/angles in accomplishing assigned tasks
	Industry Knowledge	Understands the industry structure, key players, stakeholders, including key industry developments.
	Customer Focus	Puts the customer first at all times, identifies and responds to present and future customers' needs, taking time to understand their needs and design delivery mechanisms to meet and exceed their expectations.
	Initiative	Identifies opportunities, possibilities, challenges and concerns, plans ahead and proactively acts and follows through on activities to capitalize on or resolve them
	IT Appreciation And Application	Effectively uses information technology, relevant 'function specific' software and available office automation tools/packages to accomplish own work tasks.
	Result Orientation	Assesses, prioritizes and develops operational workplans to effectively deliver quality products and services in a timely manner.
	Accountability	Taking ownership and responsibility for own action(s).
	Written Communication	Ability to efficiently write texts in a clear and concise manner, appropriate for the audience and desired purpose of communication
	Oral Communication	Ability to express thoughts and ideas verbally, in a clear and concise manner

These are generic definitions which can further be customized to suit your application

	Analytical Thinking	This competency refers to the ability to analyze and interpret information to identify possible solutions or outcomes. The scope includes applying systematic and logical reasoning to understand the situation or problem, taking into consideration all relevant factors.
	Innovation	People demonstrating this competency think, beyond immediate imperatives, to the future. It requires analytical and conceptual abilities and ability to formulate a practical plan with positive impact. This competency is not only focused on having visionary ideas or conceptual thinking, but also involves turning ideas into action.
	Planning and Organizing	Establishing courses of action for self and others to ensure that work is completed efficiently.
	Organizational Knowledge	Is the ability to understand the power relationships within the Organization and with other organizations. It includes the ability to understand the formal rules and structures including the ability to identify who the real decision-makers are as well as the individuals who can influence them.

Leadership	Technical Competencies	Description
	Coaching, Counselling & Mentoring	Develops and nurtures growth in others, providing them with support either through on-the-job coaching or tutelage for personal developmental purpose; giving performance-based feedback to strengthen their competence in accomplishing tasks
	Empowerment/Delegation	Provides opportunity to share power, responsibility, information, expectation and rewards to achieve a high level of involvement from others and ultimately accomplish set goals.
	Strategic Orientation	Thinks from a broad perspective, formulating objectives/priorities, and implementing plans consistent with the long-term business interests, goals and objectives of the company

These are generic definitions which can further be customized to suit your application

	Inspiring and Managing Change	Plans (shapes, scopes and paces) executes and manages change initiatives (new policies, processes, technology etc.), applying change management models/framework and tools to guarantee change success
	Analytical Thinking	Ensures solution developed to problems addresses all dimensions of the situation. Interpreting, linking, and analyzing information in order to understand issues
	Diversity Management	Leads and manages an inclusive workplace, maintaining a work environment that promotes, recognizes and respects individuals with diverse styles, motivations and backgrounds (including cultural differences), working towards maximizing their talents
	Decision Making	Acts promptly when required to make sound decisions based on the analysis of factual information, experience and judgement, with consideration for resources, constraints and organisational values.
	PEOPLE MANAGEMENT	People demonstrating this competency develop the capabilities of the organization by development of their team. People demonstrating this competency develop the capabilities of the organization by acquisition of talent and development of their team.

These are generic definitions which can further be customized to suit your application

All 394 competencies listed in this book has been defined across four (4) proficiency levels which are BASIC, INTERMEDIATE, ADVANCED & EXPERT.

Competency Framework

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This is a compilation of 394 competencies covering 44 job functions/industries. Each of these competencies have been defined and further defined across four distinct proficiency levels.

Each competency had been defined across four (4) proficiency levels which are:

- **Basic**
- **Intermediate**
- **Advanced**
- **Expert**

In this compilation, you will find template designed for the purpose of carrying out a gap analysis. This tool also comes with backend analysis capability that allows you to analyse the gaps relative to required competencies in your organisation.

NOTE: The descriptions for each of the competencies provided are generic and might require some tailoring to suit your organisation/client

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These are generic definitions which can further be customized to suit your application

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