

## HUMANITARIAN COMPETENCY FRAMEWORK

### PUBLIC HEALTH ENGINEER / WATER SANITATION ENGINEER

#### **General preamble to competency frameworks:**

This competency matrix lists, as **minimum requirements**, the skills that an Oxfam **Public Health Engineer (PHE)** emergency staff member is expected to have to perform to Oxfam standards in different categories of emergency programmes. The relevant types of emergency programmes have been identified below quantitatively, i.e. by number of beneficiaries and size of budget, as well as qualitatively, with regards to type of disaster and complexity of programme. Budgets and beneficiary numbers are included for guidance; contextual complexity (dispersed project sites, conflict and insecurity etc) should also be taken into account when determining the level of expertise required.

Skills described in the framework refer to the proven abilities of the staff member within the relevant context level of the position. In most cases the individual must have demonstrated these competencies through his/her previous experience (E = proven experience is essential), but in a few exceptional cases knowledge of a specific subject can be substituted for experience (E/K = Knowledge or experience is acceptable).

An awareness of, and ability to incorporate, gender and diversity issues consistently across programmes is an essential competency for staff across all levels. Special attention should be paid to gender across all aspects of programming, including gender mainstreaming, gender analysis, promotion and protection of human rights, empowerment of women and girls, and gender balance in the workplace.

All Oxfam humanitarian programmes aim to be “safe programmes” that do no harm and are conflict sensitive. This is the responsibility of all humanitarian staff.

Language skills are considered to be of high importance for effective communication and coordination with internal and external audiences. Needs will vary according to context and position. Language requirements should be factored in for all managerial positions regularly involving representation and coordination with partners, local government, UN and other stakeholders.

The competency framework is primarily designed for rapid-onset emergencies but can also be used during a slow-onset emergency and/or a protracted crisis, as well as for hiring of humanitarian staff outside the emergency period. It is to be used at field/operational level by Country Directors/Programme Managers or specialist/technical team leaders as appropriate.

#### **Notes:**

- The framework below is designed to provide guidance for competencies required at the *individual* level (within Oxfam but could also be used by partner organisations), to support recruitment of qualified and competent staff. There is additional work being carried out by EMN groups around requirements at team and/or programme level, in terms of Minimum Standards and readiness. The work is complementary.
- The framework is intended to support recruitment of qualified and competent staff and to provide a framework for capacity building, rather than placing a focus on measuring the competency level of existing staff. The frameworks are aspirational, and it is recognised that more attention will be needed to recruitment issues, capacity-building, and staff development to work towards all Oxfam staff meeting the competency frameworks at the appropriate level.
- The way the framework is organised (with 4 levels) is in line with the recognition that staffing requirements differ depending on the type/size of emergency. The staff required for a large Category 1 or 2 emergency will be different to those for a Category 3, and the competency framework as designed below gives the flexibility to plan the staffing of the response at the correct level.



	<ul style="list-style-type: none"> <li>▪ Analyse needs and vulnerability data to plan and design an emergency response</li> <li>▪ Design a culturally appropriate PHE strategy for scale up and implementation of emergency WASH responses</li> <li>▪ Produce internal and external reports</li> </ul>	E E E	<p>tools</p> <ul style="list-style-type: none"> <li>▪ Analyse needs and vulnerability data to plan and design the PHE elements of an emergency WASH response</li> <li>▪ Check and review bills of quantities, specifications, drawings, and tender documentation which are in response to the WASH assessment findings and form part of the programme targets (e.g. for shallow dug wells, pit latrines)<sup>1</sup></li> <li>▪ Produce internal and external reports</li> </ul>	E E E E	<p>assessments</p> <ul style="list-style-type: none"> <li>▪ Collect, record and interpret qualitative and quantitative data</li> <li>▪ Use assessment data to design PHE interventions appropriate for the local context and culture</li> <li>▪ Develop bill of quantities, drawings, specifications, and tender documentation which are in response to the WASH assessment findings, and form part of the programme targets (e.g. for shallow dug wells, pit latrines)</li> <li>▪ Produce internal and external reports</li> </ul>	E E E E	<p>to design a WASH programme</p> <ul style="list-style-type: none"> <li>▪ Communicate well in the local language</li> <li>▪ Provide information for reporting purposes</li> </ul>	E E
Programme Implementation, monitoring and Evaluation	<ul style="list-style-type: none"> <li>▪ Carry out capacity analysis, design and lead capacity building initiatives, for internal and external stakeholders</li> <li>▪ Develop context specific WASH indicators and design a comprehensive PHE monitoring strategy and plan</li> <li>▪ Adapt SPHERE standards appropriate for the context</li> <li>▪ Lead/co-lead a programme learning review for a WASH emergency, documenting lessons learned and clear recommendations for future interventions</li> </ul>	E E E E	<ul style="list-style-type: none"> <li>▪ Manage the implementation of PHE activities in all phases of emergency WASH (e.g. water supply &amp; distribution, water tankering, trench/pit latrines, rehab &amp; new shallow/deep wells)</li> <li>▪ Develop detailed guidelines for community mobilisation and participation for the delivery of programme activities (e.g. gravity water supply, communal/household latrines via cash for work or skilled labour contracts)</li> <li>▪ Manage the delivery of PHE capacity building initiatives for Oxfam staff, partners, and community members</li> <li>▪ Develop a PHE monitoring plan and manage others in the effective monitoring and reporting of key WASH indicators</li> <li>▪ Adapt SPHERE standards appropriate for the context</li> <li>▪ Implement a PHE/WASH programme learning review,</li> </ul>	E E E E E E E	<ul style="list-style-type: none"> <li>▪ Implement PHE activities in WASH emergencies (e.g. water trucking, water treatment, emergency latrines)</li> <li>▪ Manage a team of Oxfam level 4 and partner staff, and community members such as construction technicians, pump minders and water attendants</li> <li>▪ Manage contractors or communities during construction of WASH targeted activities</li> <li>▪ Carry out capacity building activities with Oxfam staff, partners, and community members.</li> <li>▪ Supervise others to monitor and report against key WASH indicators</li> <li>▪ Implement SPHERE standards appropriate for the context</li> <li>▪ Analyse programme experience to contribute to PHE/WASH learning review</li> </ul>	E E E E E E E E E K	<ul style="list-style-type: none"> <li>▪ Implement WASH activities</li> <li>▪ Ensure effective two way communication between communities and programme staff</li> <li>▪ With supervision, collect and record basic monitoring data from programme beneficiaries</li> </ul>	E E E

			documenting lessons learned, and clear recommendations for future interventions					
Planning and Implementation of recovery, long-term development (promoting community resilience)	<ul style="list-style-type: none"> <li>Design and implement community aspects of WASH recovery /transition interventions, linked, where appropriate, to the long term country strategy and to ensure sustainability of all interventions</li> <li>Lead the design, management and communication of a responsible exit strategy</li> <li>Ability to work effectively with EFSVL colleagues to recognise triggers for slow onset emergencies</li> </ul>	E E E	<ul style="list-style-type: none"> <li>Manage the recovery/transition phase of the community elements of emergency WASH programmes ensuring sustainability of all interventions</li> <li>Contribute to the design, management and communication of a responsible exit strategy</li> <li>Ability to work effectively with EFSVL colleagues to recognise triggers for slow onset emergencies</li> </ul>	E E E	<ul style="list-style-type: none"> <li>Knowledge of recovery and transition issues in the local context and ability to input effectively to long term strategy development</li> <li>Facilitate dialogue between communities, partners and programme staff in support of the transition process</li> <li>Contribute to the design, management, and communication of a responsible exit strategy</li> <li>Ability to work effectively with EFSVL colleagues to recognise triggers for slow onset emergencies</li> </ul>	E / K E E E	<ul style="list-style-type: none"> <li>Ensure effective two way communication on programme recovery/transition between communities and programme staff</li> </ul>	E
Policy & Advocacy	<ul style="list-style-type: none"> <li>Contribute to and articulate policy and strategy</li> <li>Incorporate broader organisational policy/advocacy issues into programme design and planning</li> <li>Link programme and organisational policy to staff safety and organisational risk</li> </ul>	E E E	<ul style="list-style-type: none"> <li>Contribute to advocacy and lobbying locally and nationally</li> <li>Link national issues to the global context</li> <li>Incorporate wider policy/advocacy issues into programme planning.</li> <li>Link programme policy to staff, partner and beneficiary safety and organisational risk</li> </ul>	E E E E	<ul style="list-style-type: none"> <li>Contribute to advocacy and lobbying locally and nationally</li> <li>Lobby for changes and improvement in humanitarian situation locally</li> </ul>	E E	<ul style="list-style-type: none"> <li>Lobby for changes and improvement in humanitarian situation locally</li> </ul>	E
<b>2. Management skills - Programme cycle management, staff, finances</b>								
HR	<ul style="list-style-type: none"> <li>Analyse resourcing needs and development of staffing structure</li> <li>Recruit and manage (direct &amp; matrix management) large staff teams which work coherently in a multi-sector programme over dispersed geographical</li> </ul>	E E	<ul style="list-style-type: none"> <li>Analyse resourcing needs and develop staffing structure</li> <li>Recruit and manage (direct/matrix management) a PHE team which works effectively with PHP and EFSVL colleagues</li> </ul>	E E	<ul style="list-style-type: none"> <li>Analyse resourcing needs and develop staffing structure</li> <li>Recruit and manage (direct/matrix management) a local PHE team which works effectively with PHP and EFSVL colleagues</li> </ul>	E E	<ul style="list-style-type: none"> <li>Direct, through supervision, training, and monitoring, the work of community structures e.g. water committees, pump minders, construction</li> </ul>	E

	<ul style="list-style-type: none"> <li>locations</li> <li>▪ Provide technical supervision to Level 2 grade staff</li> </ul>	E				technicians		
Finance	<ul style="list-style-type: none"> <li>▪ Manage consolidation of WASH programme budget</li> <li>▪ Design budget and monitor expenditure of PHE programme in line with assessment findings</li> </ul>	E E	<ul style="list-style-type: none"> <li>▪ Develop PHE programme budget in line with assessment findings</li> <li>▪ Monitor and report on overall PHE programme budget expenditure</li> </ul>	E E	<ul style="list-style-type: none"> <li>▪ Develop PHE programme budget</li> <li>▪ Report on PHE budget expenditure</li> </ul>	E E	<ul style="list-style-type: none"> <li>▪ Manage local disbursement of funds for community incentives/cash for work initiatives</li> </ul>	E
Funding	<ul style="list-style-type: none"> <li>▪ Fundraise and show creativity in acquiring funds</li> <li>▪ Liaise with donors, write quality funding proposals that get funded</li> <li>▪ Write interim and final donor reports</li> </ul>	E E E	<ul style="list-style-type: none"> <li>▪ Fundraise and show creativity in acquiring funds</li> <li>▪ Liaise with donors, write quality funding proposals that got funded</li> <li>▪ Write interim and final donor reports</li> </ul>	E E E	<ul style="list-style-type: none"> <li>▪ Contribute to donor proposals and reports</li> </ul>	E		
Logistics	<ul style="list-style-type: none"> <li>▪ Identify and select the required water and sanitation equipment by developing a procurement &amp; distribution plan, which would entail consolidation of a global WASH procurement plan across different geographical teams</li> <li>▪ Work in conjunction with the PHPs when developing their NFI procurement and distribution plan, to ensure a comprehensive WASH procurement plan</li> <li>▪ Coordinate with key stakeholders on stock piling of WASH related equipment</li> </ul>	E E E	<ul style="list-style-type: none"> <li>▪ Identify and select the required water and sanitation equipment procurement &amp; distribution plan</li> <li>▪ Work in conjunction with the PHPs when developing their NFI procurement and distribution plan to ensure a comprehensive WASH procurement plan.</li> <li>▪ Work in conjunction with the logistics team when developing tender documentation, and appraising submitted tenders</li> <li>▪ Coordinate with key stakeholders on stock piling of WASH related equipment</li> <li>▪ Select sample and manage post distribution monitoring (e.g. NFIs, water treatment at household level, shelter kits)</li> </ul>	E E E E E	<ul style="list-style-type: none"> <li>▪ Work with logistics to ensure timely procurement and distribution of water and sanitation engineering equipment, through detailed bill of quantities, delivery schedules of local materials etc.</li> <li>▪ Implement Post Distribution Monitoring according to agreed sampling frame (e.g. NFIs, household water treatment and shelter kits)</li> </ul>	E E	<ul style="list-style-type: none"> <li>▪ Work with community stakeholders to plan and implement NFI, household water treatment and shelter kit distributions</li> <li>▪ With supervision, collect data for Post Distribution Monitoring (e.g. NFIs, household water treatment and shelter kits)</li> </ul>	E E
Partnership & capacity building	<ul style="list-style-type: none"> <li>▪ Strategic appraisal and steer of country WASH partnership strategy, with due assessment of partnership capacity</li> <li>▪ Manage partner contracts/relations</li> </ul>	E E	<ul style="list-style-type: none"> <li>▪ Manage and oversee partner led response with at least 3 partners at one time.</li> <li>▪ Lead a partner capacity building training in WASH</li> <li>▪ Ensure flexible modalities for</li> </ul>	E E	<ul style="list-style-type: none"> <li>▪ Accompany partner and Oxfam led implementation of WASH activities, with oversight of at least 2 partners at one time</li> <li>▪ Ensure flexible modalities for working with partners which</li> </ul>	E E	<ul style="list-style-type: none"> <li>▪ Work alongside partners – either civil society groups, community based organisations, local community groups</li> </ul>	E

	<ul style="list-style-type: none"> <li>Lead on developing flexible modalities for working with technical partners according to their capacity and experience</li> </ul>	E	working with partners which reflects their capacity and experience	E	reflects their capacity and experience			
Accountability / Humanitarian Standards	<ul style="list-style-type: none"> <li>Lead emergency WASH programmes in working to Oxfam's minimum requirements on accountability to beneficiaries</li> <li>Lead on programme quality to ensure that PHE activities meet Oxfam and international humanitarian standards</li> </ul>	E	<ul style="list-style-type: none"> <li>Support Oxfam staff and partners to develop and implement accountability mechanisms within WASH projects e.g. feedback and complaints systems</li> <li>Raise awareness and build capacity of Oxfam staff and partners in adhering to Oxfam and international humanitarian standards</li> </ul>	E	<ul style="list-style-type: none"> <li>Apply Oxfam's minimum requirements on accountability to beneficiaries in the implementation of PHE activities</li> <li>Raise awareness and build capacity of Oxfam staff and partners in adhering to Oxfam and international humanitarian standards</li> </ul>	E	<ul style="list-style-type: none"> <li>Facilitate community discussion and take action based on feedback</li> <li>Explain humanitarian standards to communities and community level authorities</li> </ul>	E
<b>3. Coordination – across geographical teams, with partners, other INGOs, clusters, government</b>								
Internal Coordination	<ul style="list-style-type: none"> <li>Supervise and coordinate geographically dispersed teams to ensure coherent and consistent programming</li> <li>Provide joint technical leadership and coordination with PHP and EFSVL colleagues in emergency response programmes.</li> <li>Represent Oxfam in effective coordination with government authorities, community structures and NGOs</li> <li>Within the Oxfam structure, carry out joint assessments, coordination via joint response, share technical standards &amp; methodologies</li> </ul>	E	<ul style="list-style-type: none"> <li>Supervise and coordinate geographically dispersed teams to ensure coherent and consistent programming</li> <li>Maximise opportunities for coherent programming through collaboration with PHP, EFSVL and logistics colleagues on joint assessments; appraisal of programme strategy; and planning and implementation</li> </ul>	E	<ul style="list-style-type: none"> <li>Supervise and coordinate field teams to ensure coherent and consistent programming</li> <li>Conduct assessment, planning, implementation and evaluation as one core team, encompassing EFSVL, PHP, PHE, Logistics personnel</li> </ul>	E / K	<ul style="list-style-type: none"> <li>Coordinate activities with colleagues in other sectors to ensure coherent approach to beneficiaries.</li> </ul>	E
External/ Clusters	<ul style="list-style-type: none"> <li>Influence and support country level WASH coordination by providing leadership to strategic technical initiatives within the WASH Cluster</li> <li>Advocate for improvements in country level coordination within the UN Cluster mechanism, in</li> </ul>	E	<ul style="list-style-type: none"> <li>Influence and support WASH coordination by providing leadership at provincial level to strategic technical initiatives within the WASH Cluster</li> <li>Represent Oxfam at provincial level health cluster forums</li> <li>Consolidate WASH programme</li> </ul>	E	<ul style="list-style-type: none"> <li>Influence coordination at the local level through contributing to WASH Cluster forums</li> <li>Represent and advocate on behalf of Oxfam to local authorities, NGOs, and community leaders</li> </ul>	E	<ul style="list-style-type: none"> <li>Coordinate with local actors to ensure effective delivery of WASH programme activities</li> <li>With supervision, collect and report community level</li> </ul>	E

	<p>particular with the Health and Protection Clusters</p> <ul style="list-style-type: none"> <li>▪ Consolidate WASH programme data for presentation to the country level WASH Cluster (e.g. 4Ws)</li> <li>▪ Represent and advocate on behalf of Oxfam to national authorities, donors, NGOs, and community leaders</li> <li>▪ Work with WASH Cluster technical working groups if appropriate</li> </ul>	<p>E</p> <p>E</p> <p>E</p>	<p>data for presentation to the provincial level WASH Cluster (e.g. 4Ws – who, what, where, &amp; when)</p> <ul style="list-style-type: none"> <li>▪ Represent and advocate on behalf of Oxfam to national authorities, donors, NGOs, and community leaders</li> <li>▪ Work with WASH Cluster technical working groups if appropriate</li> </ul>	<p>E</p> <p>E</p>		<p>programme information for submission to coordination mechanisms.</p>
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**4. Core Humanitarian Behavioural Competencies**

		▪ Level 1	▪ Level 2	▪ Levels 3&4
<p>Understanding Humanitarian Contexts and application of Humanitarian Principles</p>	<ul style="list-style-type: none"> <li>▪ Demonstrate a commitment to humanitarian principles and values and motivate others towards them</li> <li>▪ Articulate principles in advocacy and policy and lobbying</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that programme objectives and activities uphold key national and international frameworks, codes, and organisational commitments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrate understanding of humanitarian programme phases including preparedness, contingency, DRR, response and recovery</li> <li>▪ Relate an understanding of the political and cultural context and underlying causes of crisis to programme work</li> <li>▪ Understand and uphold basic principles of vulnerability, gender, and diversity awareness in humanitarian work</li> <li>▪ Understand and uphold International Humanitarian principles, codes and standards</li> <li>▪ Understand individual role and the role of the organisation and others in humanitarian crises</li> <li>▪ Explain key local coordination mechanisms</li> </ul>	
<p>Achieving results effectively</p>	<ul style="list-style-type: none"> <li>▪ Set clear team responsibilities and objectives</li> <li>▪ Make decisions rapidly on limited information and confidently take responsibility for them</li> </ul>	<ul style="list-style-type: none"> <li>▪ Document lessons learned and apply them to future projects</li> <li>▪ Ensure efficient and transparent use of resources in accordance with internal controls</li> <li>▪ Clarify roles and responsibilities within your team to maximise impact</li> <li>▪ Continuously provide feedback and updates to achieve improved results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrate accountability to partners and disaster and conflict affected people and communities</li> <li>▪ Demonstrate flexibility to changing plans</li> <li>▪ Demonstrate understanding of when a decision can be taken and when to involve others</li> <li>▪ Maintain focus on delivery of timely and appropriate results using available resources</li> </ul>	
<p>Developing and maintaining collaborative relationships</p>	<ul style="list-style-type: none"> <li>▪ Build and develop strong relationships based on trust and delegation</li> <li>▪ Inspire confidence in others</li> <li>▪ Provide regular and ongoing formal and informal feedback to recognise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish clear objectives with teams and individuals and monitor progress and performance</li> <li>▪ Establish agreed ways of working at a distance with partners and staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporate perspective of different stakeholders</li> <li>▪ Clearly communicate with people affected by disaster</li> <li>▪ Contribute positively in the team to achieve programme objectives</li> <li>▪ Share information and knowledge with colleagues and partners as and when appropriate</li> <li>▪ Challenge decisions and behaviour which breach the ICRC/NGO</li> </ul>	

	<p>the contribution of others</p> <ul style="list-style-type: none"> <li>▪ Use negotiation and conflict resolution skills to support positive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Foster collaborative, transparent and accountable relationships with partners</li> <li>▪ Use negotiation and conflict resolution skills to support positive outcomes</li> </ul>	<p>and individual agency codes of conduct</p>
<p>Operating safely and securely in a humanitarian response</p>	<ul style="list-style-type: none"> <li>▪ Maintain objectivity in a crisis</li> </ul>	<ul style="list-style-type: none"> <li>▪ In the event of a critical incident, take appropriate action and provide appropriate direction and support to team members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify and communicate risk and threats and minimise these for you and your agency</li> <li>▪ Take appropriate, coordinated and consistent action to handle situations of personal risk and situations of risk for others</li> <li>▪ Build and maintain a reputation in line with humanitarian standards and acceptance for your work</li> <li>▪ Reduce vulnerability by complying with safety and security protocols set by your organisation and contextualise appropriately to local scenarios</li> <li>▪ Champion the importance of safety and keep the safety of colleagues and team members in mind at all times</li> <li>▪ Take measures to do no harm and to minimise risks for your partners and the communities you work with</li> </ul>
<p>Managing yourself in a pressured and changing environment.</p>	<ul style="list-style-type: none"> <li>▪ Plan, prioritise and perform well under pressure</li> <li>▪ Recognise and diffuse stress in others</li> <li>▪ Show awareness of own strengths and limitations and their impact on others</li> <li>▪ Seek and reflect on feedback to improve your performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Help team members to practise stress management through prioritisation of workloads and modelling of appropriate self care</li> <li>▪ Set realistic deadlines and goals</li> <li>▪ Facilitate others to carry out their roles and responsibilities</li> <li>▪ Make time to learn from experience and feedback, and apply the lessons to a new situation</li> <li>▪ Show awareness of your own strengths and limitations and their impact on others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recognise stress and take steps to reduce it</li> <li>▪ Remain constructive and positive under stress to be able to tolerate difficult and sometimes threatening environments</li> <li>▪ Remain focused on your objectives and goals in a rapidly changing environment</li> <li>▪ Keep yourself emotionally stable when helping others</li> <li>▪ Take responsibility for your own work and for the impact of your actions</li> <li>▪ Maintain ethical and professional behaviour in accordance with relevant codes of conduct</li> <li>▪ Demonstrate personal integrity by using one's position responsibly and fairly</li> <li>▪ Be aware of internal and external pressures and how they might impact your effectiveness</li> </ul>
<p>Leadership in humanitarian response.</p>	<ul style="list-style-type: none"> <li>▪ Confidently represent organisational beliefs and values</li> <li>▪ Analyse and exercise judgment in new situations in the absence of specific guidance</li> <li>▪ Demonstrate initiative, ingenuity and creativity</li> <li>▪ Act decisively and quickly</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inspire others by clearly articulating and demonstrating the values, core purpose, and principles that underpin humanitarian work</li> <li>▪ Provide regular and ongoing informal and formal feedback to recognise the contribution of others</li> <li>▪ Seek and reflect on feedback to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Show awareness of your own strengths and limitations and their impact on others</li> <li>▪ Demonstrate understanding of your skills and how they complement those of others to support team effectiveness</li> <li>▪ Seek and reflect on feedback to improve your performance</li> <li>▪ Communicate humanitarian values and motivate others towards them</li> <li>▪ Speak out clearly for organisational beliefs and values</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Address difficult situations and make tough decisions confidently and calmly</li> <li>▪ Maintain simultaneously a broad strategic perspective and awareness of the detail of a situation</li> <li>▪ Set clear objectives and strategies which are understood by team and organisation</li> <li>▪ Take calculated risks to improve performance</li> <li>▪ Adapt plans quickly as a situation changes</li> </ul>	<p>improve your performance</p>	<ul style="list-style-type: none"> <li>▪ .Respect and incorporate team perspectives</li> <li>▪ Influence others positively to achieve programme goals</li> <li>▪ Demonstrate initiative and ingenuity</li> <li>▪ Demonstrate tenacity to achieve solutions</li> <li>▪ Address difficult situations and make tough decisions confidently and calmly</li> <li>▪ Suggest creative improvements and different ways of working</li> </ul>
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