



مجلس أبوظبي للجودة والمطابقة
ABU DHABI QUALITY & CONFORMITY COUNCIL

ABU DHABI OCCUPATIONAL TERMS

Automotive Service Manager Level 8



07 JUN 2017
ADOT 81/2017
FIRST EDITION



Contents

Amendment Page	2
About the Abu Dhabi Quality & Conformity Council.....	3
Foreword	3
Acknowledgments.....	4
Occupational Terms	5
Terms & Conditions.....	7
Performance Criteria.....	7
Knowledge & Understanding	11
Other Skills	16
References.....	16



Amendment Page

This Amendment Page is updated and issued with each set of revised and/or new pages of the document to help ensure that each copy of this Abu Dhabi Occupation Term (ADOT) contains a complete record of amendments.

This Occupational Term is a live document which can be amended when necessary. QCC operates an Occupational Standards Working Group that has prepared this document, and can review stakeholder comments in order to review and amend this document; ultimately resulting in an issuance of an updated version, if necessary.

Log of Amendments						
Amendment			Discard		Insert	
No.	Date	*Sections Changed	Page(s)	Issue No.	Page(s)	Issue No.
1	xxx	Document launched				



About the Abu Dhabi Quality & Conformity Council

The Abu Dhabi Quality and Conformity Council (QCC) was established by law No. 3 of 2009, issued by His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE. QCC is responsible for the development of Abu Dhabi Emirate's Quality Infrastructure, which enables industry and regulators to ensure that products, systems and personnel can be tested and certified to UAE and International Standards.

Products and services certified by QCC receive the Abu Dhabi Trustmark. The Trustmark is designed to communicate that a product or system conforms to various safety and performance standards that are set by Abu Dhabi regulators.

Foreword

The QCC Car Workshops Personnel Occupational Terms Working Group was initiated in January 2017 in order to establish occupational terms for workers in the car workshops sector in Abu Dhabi to elevate the quality of services provided in the sector and to promote the productivity of personnel.

The occupational terms are professional standards that specialist personnel must meet in order to perform the jobs they are assigned to produce quality outcomes. The Government of Abu Dhabi, under the leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, and His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the UAE Armed Forces and Chairman of the Abu Dhabi Executive Council, has invested heavily, and at high levels of professionalism and safety, in the Infrastructure of Abu Dhabi. Therefore, it is crucial and obligatory to encourage the presence of skilled workmanship to maintain the quality infrastructure value in the Emirate of Abu Dhabi in particular and the United Arab Emirates in general.



Acknowledgments

The QCC would like to thank the members of the working group listed below:

Sr.	Name	Entity
1	Ahmed Al Mazrouei	Zones Corp
2	Salem Al Maamari	Zones Corp
3	Abdulla Al Marzouqi	Zones Corp
4	Amir Hamied	Zones Corp
5	Abdullatif Al Ali	Dept. of Economic Development
6	Naser Al Marzouqi	Dept. of Economic Development
7	Khaleefa Al Romaithi	AD Municipality
8	Ali Al Kaabi	AD Municipality
9	Saeed Al Romaithi	AD Municipality
10	Abdulla Mohamed	Urban Planning Council
11	Abdulla Al Muhairbi	Urban Planning Council
12	Mohamed Abdulrahim Hussain	Health Authority Abu Dhabi
13	Marwah Al Shamsi	Center of Waste Management
14	Mahmoud Adnan	Center of Waste Management
15	Zainab Al Kaff	OSHAD
16	John Ewing	OSHAD
17	Dr. Mazen AbdulJabbar	SAAED for Traffic Systems
18	Dr. Jamal Mohamed	AD Chamber
19	Abdulla Ibrahim Bilal	AD Chamber
20	Khalfan Al Mazrouei	Civil Defense
21	Saif Ali Hasan	Civil Defense
22	Tawfeeq Deeb	NQA
23	Mohamed Fawaz Abu Baker	ACTVET
24	Ziad Abu Sal	ESMA
25	Jeff Staggs	Ali & Sons
26	Patrick Wolfram	Ali & Sons
27	Ian Beattie	Emirates Motor Company
28	Khaldon Sousou	Eastern Motors Company
29	Trevor Hunter	Prestige Cars Service
30	Anas Jinna	Prestige Cars Service
31	Hari Janardhanan	Al Futtaim Auto Center
32	Masgood Ahmed	Al Futtaim Auto Center
33	Saleh Al Zaabi	Patriot Performance
34	Mohamed Al Mosaabi	Electra Auto
35	Syed Naveed	Bin Hamooda Auto
36	Rodyney Ghosn	Al Tayer Group
37	Saad Khalid	Al Futtaim Auto Center



Occupational Terms

No.	Field	Details																	
1.	Occupation (Standard Unit)	Automotive Service Manager Level 8																	
2.	Description	This standard specifies the outcome required to responsibly manage and service aspects of a workshop, manage repair and maintenance of the vehicles in the workshop, ensure proper functioning of workshop as per the guidelines of the OEM, and manage workshop personnel.																	
3.	Unit type	<input type="checkbox"/> Knowledge and Skills OR <input checked="" type="checkbox"/> Application																	
4.	Elements	<table><tr><th>No.</th><th>Element</th></tr><tr><td>E1</td><td><i>Manage workshop operations</i></td></tr><tr><td>E2</td><td><i>Liaise with other stakeholders for complaint resolution</i></td></tr><tr><td>E3</td><td><i>Manage customer relationship and quality service</i></td></tr><tr><td>E4</td><td><i>Supervise and evaluate performance</i></td></tr><tr><td>E5</td><td><i>Plan and organize work to meet expected outcomes</i></td></tr><tr><td>E6</td><td><i>Work effectively in a team</i></td></tr><tr><td>E7</td><td><i>Maintain a healthy, safe and secure working environment</i></td></tr></table>	No.	Element	E1	<i>Manage workshop operations</i>	E2	<i>Liaise with other stakeholders for complaint resolution</i>	E3	<i>Manage customer relationship and quality service</i>	E4	<i>Supervise and evaluate performance</i>	E5	<i>Plan and organize work to meet expected outcomes</i>	E6	<i>Work effectively in a team</i>	E7	<i>Maintain a healthy, safe and secure working environment</i>	
		No.	Element																
		E1	<i>Manage workshop operations</i>																
		E2	<i>Liaise with other stakeholders for complaint resolution</i>																
		E3	<i>Manage customer relationship and quality service</i>																
		E4	<i>Supervise and evaluate performance</i>																
		E5	<i>Plan and organize work to meet expected outcomes</i>																
		E6	<i>Work effectively in a team</i>																
		E7	<i>Maintain a healthy, safe and secure working environment</i>																
5.	QF <i>Emirates</i> level	<div><input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5</div> <div><input type="checkbox"/> 6 <input type="checkbox"/> 7 <input checked="" type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10</div>																	
6.	Function	<div><input type="checkbox"/> Policy and strategy QF 9-10</div> <div><input checked="" type="checkbox"/> Managing QF 7-8</div> <div><input type="checkbox"/> Specifying QF 6-7</div> <div><input type="checkbox"/> Controlling QF 6</div> <div><input type="checkbox"/> Maintaining capability QF 4-6</div> <div><input type="checkbox"/> Performing/carry out QF 1-4</div>																	



No.	Field	Details	
7.	Entry information and prerequisites	Graduate degree/ Diploma in Mechanical/Automobile Engineering	
8.	Grading	Application unit: <i>Competent/Not Yet Competent</i>	
9.	Industry sector	Automotive	
10.	Developed by	Government Entities	Abu Dhabi Quality & Conformity Council, Zones Corp, Abu Dhabi Department of Economic Development, Abu Dhabi Urban Planning Council, Abu Dhabi Municipality, OSHAD, Center of Waste Management, Abu Dhabi Chamber, Health Authority Abu Dhabi, ACTVET, National Qualification Authority, SAAED for Trafficking Systems and the Ministry of Human Resources & Emiratisation
		Private Sector	Al Tayer Group, Emirates Motor Company, Ali & Sons Group, Al Futtaim Automobile
11.	Endorsement date	TBA	
12.	Frequency of review	Annually	
13.	Version No.	1	
14.	ISCO	ISCO-88 : Unit Group 1439 Production & Operations Department Managers Not Elsewhere Classified	



Terms & Conditions

Term	Description
Dealership	A business established or operated under an authorisation to sell or distribute an automotive company's goods and services
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organization
Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task
OEM	Original Equipment Manufacturer
Vehicle	Mode of personal transport including 2-wheelers, 3-wheelers and 4- wheelers

Performance Criteria

Element	1. Manage workshop operations
PC 1.1	Monitor overall workshop operations related to service, maintenance and repair of vehicles
PC 1.2	<p>Manage the workshop personnel across various level (including mechanic and back office team) keeping the overall volume of vehicles and financial profitability in mind as per the OEM guidelines:</p> <ul style="list-style-type: none"> ✓ Identify manpower gaps amongst the mechanics and other back office staff (including spare parts, service advisors, warranty etc.) for various workshop bays ✓ Recruit trained workshop personnel that is competent enough to carry out the overall service and repair process of the vehicles as per the OEM guidelines ✓ Allocate the supervisors/ service advisors/ mechanics/ technical specialist across the various bays in the workshop ✓ Timely communication of incentive schemes and ensure proper distribution of the rewards / incentives to maintain higher levels of motivation amongst the workshop manpower
PC 1.3	<p>Evaluate performance of Workshop personnel and ensure:</p> <ul style="list-style-type: none"> ✓ Proper training needs are assessed for existing employees & actual training for the newly recruited manpower as specified by the OEM specific technical training especially on the new technologies required for the workshop manpower and nominate people to attend those trainings ✓ Proper identification of workshop manpower to attend trainings on service and repair aspects of newly launched vehicles or any other product refresh as introduced by the OEM periodically
PC 1.4	Ensure discipline and adherence of personnel to organisation's regulations



Cont.	
PC 1.5	Manage day to day trouble-shooting as a result of adverse performance of vehicles due to various components/ aggregates or any other escalation done by the customers
PC 1.6	Ensure that service, repair and maintenance of the vehicles is done in a timely manner and within the cost estimates as per the OEM guidelines
PC 1.7	Monitor faults, failure of the respective auto component and escalate the technical fault to the concerned person
PC 1.8	Provide personnel protective equipment to all people working on the bays of the workshop to promote a safe working environment
PC 1.9	Manage the maintenance of workshop facilities and other tools including fixed equipment
PC 1.10	Ensure full optimised utilisation of manpower and resources to achieve planned revenue and profitability targets for the Workshop through both direct service & repairs as well as non-vehicular sales (including spares& lube/ components, reconditioned components and annual maintenance contracts)
PC 1.11	Ensure quality of workmanship in all service, repair and maintenance and other workshop operations carried out
PC 1.12	Ensure availability of spare parts, lubricants and other materials as per the requirements of the Workshop
PC 1.13	Select right tools (including various special tools) /equipment/machinery needed for the Workshop as per the mandated OEM guidelines
PC 1.14	Liaise with internal and external stakeholders to ensure smooth functioning of workshop
PC 1.15	Report to the superiors on overall functioning of the Workshop and on any requirements/ challenges/ problems faced which needs his attention
PC 1.16	Liaise with OEMs, vendors including field staff for auto –components suppliers and other external stakeholders to ensure smooth functioning of workshop and help in early resolution of pending issues pertaining to the service and maintenance or performance related aspects of the vehicle

Element	2. Liaise with other stakeholders for complaint resolution
PC 2.1	Establish smooth system for gathering technical information from the field as well the competitors using the same components
PC 2.2	Obtain sufficient information from the job card to understand the potential reason of the fault in the vehicle before communicating it to external stakeholders
PC 2.3	Identify routine technical issues with the ancillary suppliers (including those supplying Fuel Injection Pumps, tires, injectors, propeller shafts, axles, clutch and brake assembly or any other electrical equipment like horn, alternator, wiring harness etc.)
PC 2.4	Establish good contacts with the various external stakeholders in quick resolution of the technical issues faced by the customer



Cont.	
PC 2.5	Inform OEM product development & service team / auto-component field team about technical and performance issues arising in the area
PC 2.6	Handle customer complaints regarding product and escalate it concerned person in the OEM/ Component manufacturer through a detailed CIR (Complaint Investigation Report)
PC 2.7	Manage the availability of spare parts through OEM or auto-components spare distributors
PC 2.8	Handle problems related to break down of vehicles outside the premises of the workshop and ensure quick resolution of the issues so that the vehicle can be put on road quickly

Element	3. Manage customer relationship and quality service
PC 3.1	Analyze and comprehend all customer requirements and needs
PC 3.2	Document complete customer requisites and assess them
PC 3.3	Deliver and assist in delivering as per the noted requirements
PC 3.4	Understand complete customer queries and complaints
PC 3.5	Document all customer queries in the prescribed format of the organization
PC 3.6	Ensure least turnaround time for any customer query handling/redressal especially issues related to warranty claims and other performance related issues
PC 3.7	Maximize customer satisfaction through pleasant and excellent customer experience within the organizations framework
PC 3.8	Document feedbacks and reviews from the customers & implement within the framework of the organization
PC 3.9	Maintain a healthy & professional relationship with the customers especially key accounts and influencers in the market

Element	4. Supervise and evaluate performance
PC 4.1	Set goals and targets as per organizational directives for all reporting executives
PC 4.2	Create quantified measures and metrics to analyze the performance delivered by subordinates
PC 4.3	Set tangible and achievable incentives for subordinates as per the goals and targets assigned
PC 4.4	Ensure and implement strict adherence of all activities performed by subordinates to organizational guidelines
PC 4.5	Monitor and supervise all the activities performed by subordinates and ensure optimization to achieve the set goals
PC 4.6	Evaluate performance of subordinates and reporting executives on the designed measures and metrics as per the guidelines of the organization
PC 4.7	Assist and support reporting executives whenever necessary or applicable
PC 4.8	Document all performance indicators and metrics of subordinates in the prescribed format of organization



Cont.	
PC 4.9	Perform all appraisal related process flow for subordinates, as per respective performance documents
PC 4.10	Handover all the documents and appropriate support measures to human resources department for official records
PC 4.11	Ensure and implement proper process flow for feedbacks and queries received from subordinates

Element	5. Plan and organize work to meet expected outcomes
PC 5.1	Keep immediate work area clean and tidy
PC 5.2	Treat confidential information as per the company's guidelines
PC 5.3	Work in line with company's policies and procedures
PC 5.4	Work within the limits of the job role
PC 5.5	Obtain guidance from appropriate people, where necessary
PC 5.6	Ensure work meets the agreed requirements
PC 5.7	Establish and agree on work requirements with appropriate people
PC 5.8	Manage time, materials and cost effectively
PC 5.9	Use resources in a reasonable manner

Element	6. Work effectively in a team
PC 6.1	Maintain clear communication with colleagues (by all means including face-to-face, telephonic as well as written)
PC 6.2	Work with colleagues to integrate work
PC 6.3	Pass on information to colleagues in line with organizational requirements both through verbal as well as non-verbal means
PC 6.4	Work in ways that show respect for colleagues
PC 6.5	Carry out commitments made to colleagues
PC 6.6	Let colleagues know in good time if cannot carry out commitments, explaining the reasons
PC 6.7	Identify problems in working with colleagues and take the initiative to solve these problems
PC 6.8	Follow the company's policies and procedures for working with colleagues

Element	7. Maintain a healthy, safe and secure working environment
PC 7.1	Comply with the Emirate's current health, safety and security policies and procedures
PC 7.2	Report any identified breaches in health, safety, and security policies and procedures to the designated person/authority
PC 7.3	Coordinate with other resources at the workplace to achieve the healthy, safe and secure environment for all incorporating all government norms esp. for emergency situations like fires, earthquakes etc.



Cont.	
PC 7.4	Identify and correct any hazards like illness, accidents, fires or any other natural calamity safely and within the limits of individual's authority
PC 7.5	Report any hazards outside the individual's authority to the relevant person, and warn other people who may be affected
PC 7.6	Safe handling of basic and simple vehicle systems, functions and standard equipment and instruments
PC 7.7	Identify and recommend opportunities for improving health, safety, and security to the designated person
PC 7.8	Complete all health and safety records
PC 7.9	Understand the safety dress & PPE types and adhere to the proper dress code & PPE requirements in the work area

Knowledge & Understanding

- *To manage workshop operations, the user/individual on the job must know and understand:*
1. Standard operating procedures of the Organization/ Dealership for inspection, maintenance, servicing and repair of vehicles
 2. Standard operating procedures for servicing, repair and replacement of various auto parts/ aggregates mandated by the OEM
 3. Safety requirements for equipment and auto-components as prescribed by the OEM
 4. Documentation requirements for each procedure carried out as part of roles and responsibilities regarding the service, maintenance and repair across various job roles in a workshop as specified by the respective OEM
 5. Organizational and professional code of ethics and standards of practice
 6. Safety and health policies and regulations for the workplace as well as for automotive trade in general (e.g. safe practices while working in pits/ under vehicles)
 7. The technical specifications of various OEM vehicular products as well as those manufactured by the competitors
 8. The basic technology used in the overall functioning of various components (especially the core aggregates like engine, gear box, propeller shaft, clutch and brake assembly, transmission systems, axles etc.)
 9. How to train and provide guidance (both technical and soft skills) to the workshop employees and staff in all matters relating to the overall automotive service, maintenance and repair of OEM vehicles
 10. The technical aspects communicated from Service, Product planning or Quality control, R&D departments of the OEM (through various service circulars) are communicated to the workshop team through regular meetings to ensure proper adherence



11. Various aspects of retro-fits to be specified batch of vehicles as indicated by service or production and planning department of the OEM
 12. Purchase orders, invoices, job cards, feedback forms or any other service related documents as specified by the respective OEM
 13. How to check and regularly monitor all tools and equipment for efficient use & ensure timely calibration of the various tools & equipment's as specified by the tool manufacturer
 14. How to maintain manuals on vehicles repair and service and communicate the technical information to the workshop manpower
 15. The plan and process required to carry out preventive maintenance schedules for workshop tools and equipment
 16. How to liaise with suppliers to manage and ensure warranties and service guidelines
 17. How to advise staff to deal with customers on various technical issues contributing to adverse vehicle performance in a professional manner to ensure customer satisfaction
 18. How to create regular reports on service and workshop performance basis the vehicles attended by the workshop
- *To liaise with other stakeholders for complaint resolution, the user/individual on the job must know and understand:*
1. Standard operating procedures for service, repair and replacement of vehicles according to the mandated terms and conditions
 2. Standard operating procedures for servicing, repair and replacement of parts mandated by the OEM including the warranty terms & conditions of various auto components
 3. Safety requirements for equipment and components/ aggregates as prescribed by the OEM
 4. Documentation requirements for each procedure carried out as part of roles and responsibilities
 5. Institutional and professional code of ethics and standards of practice
 6. Safety and health policies and regulations for the workplace as well as for automotive trade in general (e.g. safe practices while working in pits/ under vehicles)
 7. The required technical information on various components
 8. Warranty policies and terms and conditions for various components and communicate that to the customer along with escalation to superior authorities in case of any disagreement
 9. The technical problems related with a particular breakdown situation and required procedures to bring the vehicle on-road quickly
 10. The fault correction diagnosis and refer to the correct person for repair or replacement



11. How to manage availability of key spare parts, other accessories and vital components in case of urgent requirement for repair/ maintenance of the vehicle
12. How to liaise and coordinate with automotive spare parts manager, sales function and the manufacturing plant for the specific vehicles or auto component
13. The resolution/ redress mechanism for the technical issues pertaining to repeated customer complaints on the vehicle or any specific component
14. How to monitor product performance against the competitor, gather feedbacks and convey them to the concerned external agencies

➤ *To manage customer relationships and quality service, the user/individual on the job must know and understand:*

1. Standard operating procedures within one's own organization
2. Standard operating procedures for query and complaint reporting along with their redressal mechanism in the organization
3. Framework and guidelines as prescribed by the organization for query and complaint redressal
4. Customer Relationship Management (CRM) related framework provided by the organization
5. Terms & conditions agreed between the respective auto component and the various OEMs/ OEM channel partners for supply, procurement of the various auto components
6. Documentation requirements for each procedure carried out as part of roles and responsibilities as per the organizational guidelines
7. Organizational and professional code of ethics and standards of practice
8. Safety and health policies and regulations for the workplace
9. The technical specifications of various OEM vehicles and the different variant/ model of auto components used along with those of the competitor auto component manufacturer
10. How to collaborate with the organizational manufacturing engineering, product management teams along with the service team of the respective OEM vehicle and local channel partner service team
11. Documentation requirements from the customers with respect to warranty claims and other performance related feedback on the for respective OEM vehicle
12. Requirements of the customers and suggest delivery accordingly
13. Software or format used to capture for Customer Relationship Management (CRM) within the organization
14. Software or format such as MS word, excel, PowerPoint and Management Information System (MIS)
15. How to capture customer voice/ feedback on the auto components for various OEM vehicles on price, performance, availability of spares, warranty & other service-related aspects etc.



16. Detailed technical and performance specifications of the auto component for various OEM vehicles

➤ *Supervise and evaluate performance, the user/individual on the job must know and understand:*

1. Standard operating procedures of the organisation for appraisals, incentives, promotions and performance evaluation
2. Standard operating procedures for query and problem reporting and their redressal in the organisation
3. Framework and guidelines prescribed by the organisation for query and problem redressal
4. Framework and guidelines prescribed by the organisation for performance evaluations and based appraisals out of it
5. Documentation requirements for each procedure carried out as part of roles and responsibilities
6. Institutional and professional code of ethics and standards of practice
7. Safety and health policies and regulations for the workplace
8. Documentation requirements for appraisals and other performance evaluations of various subordinate positions
9. Process flow for performance evaluation, documentation and appraisals related with them
10. Subordinate and reporting executive's problems and queries and documenting it in the organisation's prescribed format
11. redressal documentations mechanisms available in the organization and acting accordingly in a timely manner
12. Software or Format such as MS Word, Excel, PowerPoint and Management Information System (MIS) as prescribed by the organization

➤ *To plan and organize work to meet expected outcomes, the user/individual on the job must know and understand:*

1. The company's policies, procedures and priorities for area of work, role and responsibilities in carrying out that work
2. The limits of responsibilities and when to involve others
3. Specific work requirements and who these must be agreed with
4. The importance of having a tidy work area and how to do this
5. How to prioritize workload according to urgency and importance and the benefits of this
6. The company's policies and procedures for dealing with confidential information and the importance of complying with these
7. The purpose of keeping others updated with the progress of work
8. Who to obtain guidance from and the typical circumstances when this may be required



9. The purpose and value of being flexible and adapting work plans
10. How to complete tasks accurately by following standard procedures
11. Technical resources needed for work and how to obtain and use these

➤ *To work effectively in a team, the user/individual on the job must know and understand:*

1. The company's policies and procedures for working with colleagues, role and responsibilities in relation to this
2. The importance of effective communication and establishing good working relationships with colleagues
3. Different methods of communication and the circumstances in which it is appropriate to use these
4. The importance of creating an environment of trust and mutual respect
5. The implications of own work on the work and schedule of others
6. Different types of information that colleagues might need and the importance of providing this information when it is required
7. The importance of helping colleagues with problems, in order to meet quality and time standards as a team

➤ *To maintain a health, safe and secure working environment, the user/individual on the job must know and understand:*

1. Legislative requirements and organisation's procedures for health, safety and security and individual's role and responsibilities in relation to this
2. What is meant by a hazard, including the different types of health and safety hazards that can be found in the workplace
3. How and when to report hazards
4. The limits of responsibility for dealing with hazards
5. The company's emergency procedures for different emergency situations and the importance of following these
6. The importance of maintaining high standards of health, safety and security
7. Implications that any non-compliance with health, safety and security may have on individuals and the organisation
8. Different types of breaches in health, safety and security and how and when to report these
9. Evacuation procedures for workers and visitors
10. How to summon medical assistance and the emergency services, where necessary
11. How to use the health, safety and accident reporting procedures and the importance of these



Other Skills

Writing Skills

- *To be competent, the user/individual on the job needs to:*
 1. Communicate information and ideas in writing so that the subordinates and peers can understand
 2. Create documents required on the job (including requirement sheets, query sheets, response or feedback sheets etc.)
 3. write at least one language

Reading Skills

- *To be competent, the user/individual on the job needs to:*
 1. Read reviews from subordinates in terms of their requirements, queries and feedbacks
 2. Read appraisal documents related with any of subordinating position
 3. Read policies and regulations pertinent to the job

Communication Skills

- *To be competent, the user/individual on the job needs to:*
 1. Interact with all subordinates to understanding their requirements, queries and feedbacks on various aspects within the organisation
 2. Interact with organisation's internal stakeholders to ensure efficient performance evaluation of the subordinates leading to higher levels of satisfaction and motivation

References

<http://www.ukstandards.org.uk>

www.nsdcindia.org/nos