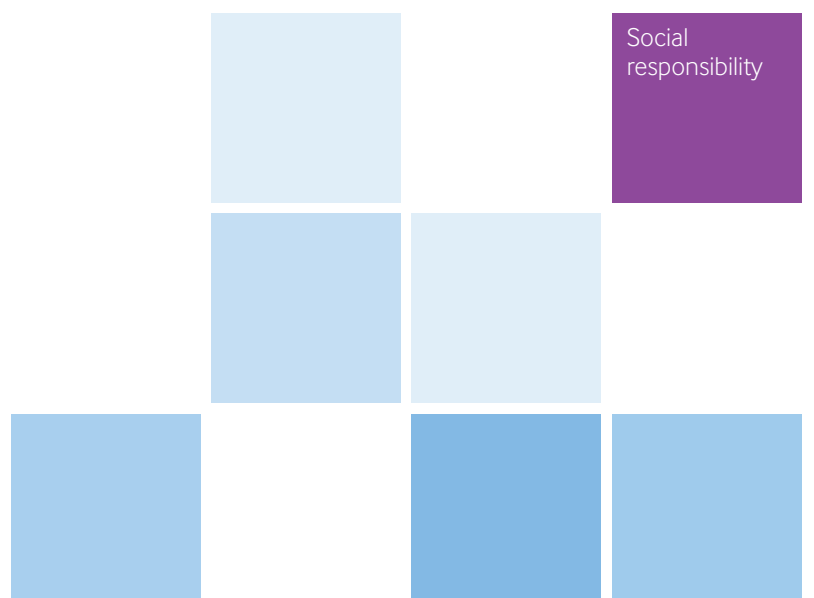


Community liaison officer team management toolkit

Tool 2

Competency framework



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Community liaison officer team management toolkit

Tool 2

Competency framework

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Purpose of this tool

A competency framework sets out an ideal set of skills and attributes required to carry out a particular role effectively, presenting these in such a way that employees can progress from one level to the next. As such, it supports the managers of teams of community liaison officers (CLOs) in the following areas:

- **Recruitment**
 - Assists in developing job descriptions for roles when recruiting.
 - Helps to assess the level of competence of the candidates and how they compare to one another in specific thematic areas.
- **Team building**
 - Assists managers in establishing robust and effective teams, by incorporating a range of complementary skills and attributes within the team, and by recognizing how the strengths and weaknesses of some may balance the different strengths and weaknesses of others.
- **Performance management**
 - Defines standards of performance and skill required for different roles.
 - Provides a structured basis for team and individual performance reviews.
 - Helps to identify gaps and training needs and develop targeted training programmes.
- **Individual professional development planning**
 - Provides a basis for individual appraisals and career path development.
 - Assists managers in assessing individual performance and the need for training or other forms of support.
 - Helps individuals to identify their own professional development goals, support and training needs.
 - Helps managers to recognize an individual's performance and skills, and provide appropriate rewards, e.g. through promotion or bonus payments.
- **Change management**
 - Assists with planning for recruitment if CLOs leave or the team needs to be reconfigured, for example in response to changes in a project phase (e.g. from development to operations) or changes in circumstance.

A generic competency framework such as this one must be tailored to the specific requirements of the particular project, company, teams and individual CLOs, as well as the wider societal context. In developing competency frameworks it is essential to involve the people who are doing the work as much as possible, as well as those who will be working with them and relying on the insights that they provide.

The competency framework

The competency framework is based on nine core responsibilities and nine discretionary responsibilities identified for the CLO role. These are described and explained in [Tool 1: Master list of community-facing responsibilities](#). The competency framework is built around four levels of skill:

- **Level 1:** Awareness
- **Level 2:** Basic application
- **Level 3:** Skilful application
- **Level 4:** Expert

For each responsibility, the competency framework describes the skills and behaviours that a CLO is expected to demonstrate when working at the given level. Most CLOs will be either Level 2 or Level 3. Level 1 entails a basic level of awareness of the essential aspects of the CLO role, and it is expected that CLO line managers and more senior managers who use the data and insights produced by CLO teams will have Level 1 awareness of all of those aspects. Ideally this will be written into the competency frameworks designed for these roles.

Level 4 applies more to CLO team leaders and other community-facing expert roles, and should ideally be written into the competency frameworks for CLO team leaders and others, as appropriate. Incorporating Level 4 into the CLO competency framework also facilitates CLO career progression into more strategic and managerial roles within the company.

In all cases, the skill levels are cumulative, for example the Level 2 skill requirements incorporate both Level 1 and Level 2 skills. It may be the case that a CLO has skills belonging to a higher level but lacks certain skills belonging to a lower level; in such a case the skills gap would need to be addressed through training. For more guidance on structuring a training programme see [Tool 5: Training and professional development planner](#). Some of the key CLO training needs are covered by [Tool 6: CLO training pack](#), which comprises guidance on training ([Tool 6a: Training guide](#)) together with a set of training slides with speaker's notes and example training exercises ([Tool 6b: Training slides](#)).

LEVEL 1: AWARENESS

All CLOs need to have a basic level of awareness of the key aspects of the role. Many will already have this basic awareness, but in some areas they may have had no direct prior experience. New recruits may not be aware of all relevant legal regulations and international standards, and may not have direct prior experience in a particular area. Careful thought should therefore be given to their training and development, including their induction and regular subsequent training.

Level 1 awareness is also essential for anyone with a line role who is responsible for strategic decisions or the management of risks associated with community relations. This applies upwards through the hierarchy to any manager who is using the data and insights produced by CLO teams. CLOs should also have awareness (i.e. Level 1) of all the discretionary responsibilities, whether or not they are actually carrying them out.

LEVEL 2: BASIC APPLICATION

Level 2 requires CLOs to demonstrate the ability to apply basic skills in the given area of responsibility, as well as being able to support colleagues in key areas. They are expected to be able to engage with representatives of the local community, demonstrating understanding and insight. They should also be able to articulate their insights within their own group of peers, and report on their own activities and the situation in the community, as required by their managers. They are expected to be reliable, supportive and effective team members.

LEVEL 3: SKILFUL APPLICATION

Level 3 involves CLOs demonstrating the ability to apply more sophisticated and complex skills in the given area of responsibility. They should be able to analyse data gathered in the field in a way that is useful for decision-making and risk assessment, and lead, guide or coordinate colleagues in particular exercises. CLOs are expected to be able to engage with senior representatives of the local community, as well as with senior representatives of external organizations, such as lender auditors, and should be able to resolve simple grievances. They should also be able to report on their own activities and the situation in the community, and be able to articulate their insights for their line managers and others within the organization. They are expected to be confident, analytical and supportive of colleagues.

LEVEL 4: EXPERT

A CLO with Level 4 skills will have strong leadership qualities and may be promoted to CLO team leader or to another strategic management position. Level 4 requires the skills of strategic planning and analytical thinking. It also requires assertiveness, especially within the company, to influence relevant departments. Anyone managing a community-facing team should have a combination of Level 1 and Level 4 skills even if they are not expected to engage directly with community representatives as part of their day-to-day work.

The competency matrix on pages 5–16 summarizes the skill sets required under each of the four skill levels, in terms of how they relate specifically to the nine core responsibilities and nine discretionary responsibilities identified for the CLO role. (See [Tool 1: Master list of community-facing responsibilities](#) for an explanation of each of the core and discretionary responsibilities.)

Competency matrix: core responsibilities

CORE RESPONSIBILITIES	REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
	Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Community insight	<p>Awareness of the need to understand:</p> <ul style="list-style-type: none"> community expectations, needs, interests, concerns and levels of influence; how these might affect project activities; and how project activities might affect community well-being and community dynamics. 	<p>Demonstrates a good understanding of community expectations, needs, interests, concerns and levels of influence.</p> <p>Demonstrates familiarity with an understanding of local views on the industry and industrial development in the country/region.</p> <p>Demonstrates ability to speak the local language.</p> <p>Demonstrates ability to record and report on community insights and discuss them with colleagues, including the line manager.</p> <p>Demonstrates ability to analyse local media reports and community feedback.</p>	<p>Demonstrates a good understanding of how community expectations, needs, interests, concerns and levels of influence might affect project activities.</p> <p>Demonstrates a good understanding of how project activities might affect community well-being and community dynamics.</p> <p>Demonstrates ability to analyse community insights, including those of colleagues, in light of their potential impact on project development.</p> <p>Demonstrates ability to explain community insights and potential project impacts to managers and auditors.</p>	<p>Demonstrates ability to make appropriate decisions to address community expectations, needs, interests, concerns and levels of influence, as appropriate.</p> <p>Demonstrates ability to translate community insights into strategic company planning and programme development.</p> <p>Demonstrates ability to articulate own and colleagues' community insights to senior managers and national and international stakeholders, including government representatives, elected officials and media representatives.</p>

continued ...

Competency matrix: core responsibilities (continued)

CORE RESPONSIBILITIES		REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
		Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Community stakeholder mapping		Awareness that there will be various local stakeholders with different expectations, needs, interests, concerns and levels of influence, and that these need to be understood and taken into account during project implementation. Awareness of the techniques used to map communities.	Demonstrates ability to map local stakeholders and their needs, interests, concerns and levels of influence in a way that can be used for project decision-making. Demonstrates ability to discuss the results of stakeholder mapping with colleagues, including the line manager.	Demonstrates ability to use stakeholder mapping techniques in risk identification and assessment. Demonstrates ability to explain the results of stakeholder mapping to managers. Demonstrates ability to contribute to strategic planning to engage all local stakeholders appropriately.	Demonstrates ability to make decisions based (solely or partly) on the results of stakeholder mapping. Demonstrates ability to lead on the development, management and oversight of a strategy to engage all stakeholders appropriately.
	Information sharing	Awareness of the importance of sharing information with the community in an effective, appropriate and timely manner. Awareness of the type of information that is important to share with the community, and why and when it is important to share it. Awareness of the ways in which information sharing benefits a project.	Demonstrates ability to ensure that information on project impacts and opportunities is shared with the community, including local government, civil society organizations, households and vulnerable groups, in an effective, appropriate and timely manner. Demonstrates ability to discuss project-related information with community members. Demonstrates ability to use basic information-sharing tools, e.g. verbal communication, pamphlets, posters, media announcements, and common social media platforms, such as Facebook.	Demonstrates ability to use complex information-sharing tools, such as radio, social media forums and community meetings. Demonstrates ability to manage information-sharing processes relating to impact assessments, negotiation of benefit-sharing agreements, or processes of free, prior and informed consent (FPIC), if required. Demonstrates ability to ensure that the most appropriate information-sharing tools are used for different stakeholder groups, including local government, civil society organizations, households and vulnerable groups.	Demonstrates ability to develop transparent information strategies which address both company and community interests, take into account legal and reputational risks, and are based on an in-depth understanding of different target audiences, including local government, civil society organizations, households and vulnerable groups. Demonstrates ability to engage internally to ensure appropriate company departments share information with communities as required to build trust and reduce local anxiety/tension.

continued ...

Competency matrix: core responsibilities (continued)

CORE RESPONSIBILITIES	REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
	Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Information sharing (continued)		Demonstrates ability to recognize whether community members have sufficient access to information, and report to managers on any barriers to community information access.	Demonstrates ability to work with community leaders and interest groups to ensure that all community members have sufficient access to information. Demonstrates ability to identify the risks and opportunities associated with the sharing of information.	
Community engagement	<p>Awareness of the importance of community engagement, and when and why it needs to take place.</p> <p>Awareness of the various types of community engagement methods that are commonly used in the sector.</p> <p>Awareness of the difference between information sharing and community engagement.</p> <p>Understanding which different project teams engage directly with the community, including project contractors and security providers.</p>	Demonstrates ability to engage regularly with community stakeholders, including local government, civil society organizations, landholders and land/resource users, households and vulnerable groups, and build the trust and respect of the community.	<p>Demonstrates ability to:</p> <ul style="list-style-type: none"> organize community meetings in a format appropriate for the purpose and the cultural preferences of the attendees; make public presentations; and analyse meeting feedback. <p>Demonstrates ability to use complex engagement tools, such as social media forums and community theatre, to establish a dialogue with community members.</p> <p>Demonstrates ability to engage with senior community decision makers, including local government representatives, elected officials, traditional leaders and village elders.</p>	<p>Demonstrates ability to use feedback from community engagement to inform strategy and decision-making.</p> <p>Demonstrates ability to articulate community feedback to senior managers.</p> <p>Demonstrates ability to coordinate community engagement with other community-facing teams, including project contractors and security providers, and to develop collaborative risk assessment and mitigation strategies.</p> <p>Demonstrates ability to represent the views of company managers when engaging with communities.</p>

continued ...

Competency matrix: core responsibilities (continued)

REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY	
CORE RESPONSIBILITIES	Level 1: Awareness
Community engagement (continued)	<p>Demonstrates ability to support community meetings by preparing information packages, arranging venues, posting advertisements and collecting feedback forms.</p> <p>Demonstrates ability to identify and respect the needs of different stakeholder groups, especially vulnerable groups, and modify engagement approaches as appropriate.</p>
	<p>Demonstrates ability to address the needs and concerns of individual stakeholder groups, especially vulnerable groups, and modify responses according to their specific requirements.</p> <p>Demonstrates ability to assess the risks associated with different teams engaging directly with the community, including project contractors and security providers.</p> <p>Demonstrates ability to accompany contractors on-site and provide them with guidance on appropriate conduct and any restrictions, including land access rules, with input from landholders.</p>
Community consultation	<p>Awareness of the importance of community consultation, and when and why it needs to take place.</p> <p>Awareness of the difference between community consultation and regular community engagement.</p>
	<p>Demonstrates ability to support the preparation of targeted information packages for community consultation.</p> <p>Demonstrates ability to support information gathering for community consultation processes, including questionnaire surveys and community meetings.</p> <p>Demonstrates ability to accurately record community views and concerns to feed into consultation processes.</p> <p>Demonstrates ability to support the management of consultation responses by organizing information according to defined categories (e.g. stakeholder group, topic of interest, level of influence).</p>
	<p>Demonstrates ability to manage targeted company and community inputs into consultation processes.</p> <p>Demonstrates ability to manage complex tools for community consultation, including community meetings, online questionnaires and social media.</p> <p>Demonstrates ability to analyse the results of community consultation and present these to colleagues.</p> <p>Demonstrates ability to provide feedback to community members on how their views and concerns have been taken into account during a community consultation.</p>
	<p>Demonstrates ability to influence decisions using the results of community consultation.</p> <p>Demonstrates ability to provide authoritative feedback to CLO teams, local government, civil society organizations, households and vulnerable groups on the nature of the company decisions made following a community consultation, and the reasoning behind them.</p>

continued ...

Competency matrix: core responsibilities (continued)

CORE RESPONSIBILITIES	REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
	Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Community grievance and dispute management	<p>Awareness of:</p> <ul style="list-style-type: none"> what a grievance mechanism is, and the difference between labour and community grievance mechanisms; how grievance mechanisms can inform project decision-making; and the importance of analysing and reporting on the results. <p>Understanding which elements of the project could be a source of community disputes and grievances, including project contractors and security providers.</p>	<p>Demonstrates ability to support the community grievance mechanism, by carefully recording and reporting on grievances and their resolution.</p> <p>Demonstrates ability to discuss issues and grievances with community members and resolve low-level issues and disputes, as required.</p> <p>Demonstrates ability to bring larger grievances and disputes to the attention of the right people to resolve them.</p> <p>Demonstrates ability to respond sensitively at all times and bring calm to tense situations.</p>	<p>Demonstrates ability to resolve community grievances and disputes between the company and its contractors, including issues related to compensation, as appropriate.</p> <p>Demonstrates ability to resolve issues between community members and local authorities, if relevant and appropriate.</p> <p>Demonstrates ability to refer grievances and compensation issues in a timely manner to higher levels of authority, as necessary.</p> <p>Demonstrates ability to report on instances where grievances are resolved outside the formal community grievance mechanism, to enhance project reporting, lesson learning, performance assessment and decision-making.</p> <p>Demonstrates ability to analyse grievances and the grievance resolution process, to feed into project reporting, lesson learning, performance assessment and decision-making.</p> <p>Demonstrates ability to work with third-party mediators and dispute management experts, if required, and respond to their recommendations.</p>	<p>Demonstrates ability to introduce and/or manage a grievance procedure and report to senior managers on its effectiveness and insights.</p> <p>Demonstrates ability to engage with senior managers, project contractors, security providers, local government and other local leaders to address persistent community issues.</p> <p>Demonstrates ability to act as a mediator in complex cases of community grievance and dispute management, where appropriate.</p>

continued ...

Competency matrix: core responsibilities (continued)

CORE RESPONSIBILITIES	REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
	Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Crisis management	<p>Awareness of the company's crisis response procedures.</p> <p>Awareness of what to do in the case of a crisis or emergency.</p>	<p>Demonstrates ability to support incident and crisis response activities, as required.</p> <p>Demonstrates ability to take part in incident and crisis response training.</p> <p>Demonstrates ability to explain issues relating to safety, security and emergency risk to community members.</p> <p>Demonstrates ability to:</p> <ul style="list-style-type: none"> engage with community members in the context of a crisis; explain the situation clearly; and pass on advice from the company on steps they should take. 	<p>Demonstrates ability to:</p> <ul style="list-style-type: none"> explain to others what to do in the case of an incident or crisis; coordinate incident and crisis response activities, where appropriate; and play a formal role on an incident and crisis management team. <p>Demonstrates ability to develop educational materials for the community relating to safety, security and emergency risks.</p> <p>Demonstrates ability to manage relations with local government, other community leaders and community members during an incident or crisis and during follow-up.</p> <p>Demonstrates ability to work together with others in the event of an incident or crisis, including other community-facing teams, such as project contractors, security providers, and external regulators and emergency services.</p>	<p>Demonstrates ability to participate as a respected member of a crisis response or incident management team.</p> <p>Demonstrates ability to lead crisis response training sessions.</p> <p>Demonstrates ability to coordinate strategic and practical efforts with others in the event of an incident or crisis, including other community-facing teams, such as project contractors and security forces, and external players, such as government regulators and emergency services.</p>

continued ...

Competency matrix: core responsibilities (continued)

CORE RESPONSIBILITIES	REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
	Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Reporting and documentation	<p>Awareness of the company's reporting requirements.</p> <p>Awareness of the purpose and importance of reporting, and who reports to whom.</p>	<p>Demonstrates ability to report to the line manager regarding own activities and the day-to-day situation in the community.</p> <p>Demonstrates ability to report against key performance indicators (KPIs).</p> <p>Demonstrates ability to report on major and minor incidents and emerging issues.</p>	<p>Demonstrates ability to report to company managers and external auditors on team performance and the situation in the community.</p> <p>Demonstrates ability to analyse and summarize reports from different sources to present to managers.</p> <p>Demonstrates ability to assess the risks associated with different types of reports and feedback coming from the community.</p>	<p>Demonstrates ability to report to senior managers and senior external specialists, including project auditors and government regulators, on team performance and the situation in the community.</p> <p>Demonstrates ability to provide accurate risk analyses for the purposes of internal and external project reporting.</p> <p>Demonstrates ability to prepare reports for public dissemination and develop strategies for their dissemination.</p>
Implementing standards and managing scrutiny	<p>Awareness of company values, policies and standards relating to community relations, health and safety and the Code of Conduct.</p> <p>Awareness of key international standards relevant to the project.</p> <p>Awareness of the importance of regular assurance and audit, and the internal and external teams that carry this out.</p>	<p>Demonstrates ability to follow company values, policies and procedures in community work and all professional conduct.</p> <p>Demonstrates ability to apply international standards in local contexts.</p> <p>Demonstrates ability to support internal and external scrutiny exercises by providing information in an accurate and timely fashion.</p>	<p>Demonstrates ability to participate in internal audit exercises.</p> <p>Demonstrates ability to take representatives of external scrutiny bodies into the community, explain the situation, how project performance meets good practice standards, and how gaps are being addressed.</p> <p>Demonstrates ability to respond to critique and strive for continual improvement.</p>	<p>Demonstrates ability to manage the visits of lenders and other external scrutiny bodies.</p> <p>Demonstrates ability to develop strategies to apply new standards in a community context.</p> <p>Demonstrates ability to take part in an international standards committee.</p>

continued ...

Competency matrix: discretionary responsibilities

DISCRETIONARY RESPONSIBILITIES	REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
	Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Baseline data gathering	<p>Awareness of the importance of baseline data gathering in the early stages of a project.</p> <p>Awareness of how the results of baseline data gathering can be used to measure and enhance the project's social performance.</p>	<p>Demonstrates ability to carry out basic baseline data gathering.</p> <p>Demonstrates ability to use basic community survey techniques, including household questionnaire surveys and structured interviews using a set of questions.</p>	<p>Demonstrates ability to use complex baseline data-gathering techniques, e.g. unstructured interviews and online questionnaire surveys.</p> <p>Demonstrates ability to organize teams of people to carry out community surveys, including participatory surveys with community members, as required.</p> <p>Demonstrates ability to analyse the results of baseline data gathering.</p>	<p>Demonstrates ability to design and manage baseline gathering exercises.</p> <p>Demonstrates ability to develop KPIs on the basis of the results of baseline data gathering.</p> <p>Demonstrates ability to use the results of baseline data gathering to feed into strategic decision-making.</p>
Monitoring	<p>Awareness of the importance of monitoring community feedback about the project and the effectiveness of the company's community relations work.</p> <p>Awareness of how monitoring results can be used to enhance the project's social performance.</p>	<p>Demonstrates ability to carry out monitoring of community perspectives about the project and the effectiveness of community relations work, using basic community monitoring techniques, including questionnaire surveys, structured interviews and one-to-one or small group meetings.</p> <p>Demonstrates ability to monitor results against KPIs.</p>	<p>Demonstrates ability to use complex monitoring techniques, such as social media monitoring and unstructured interviews.</p> <p>Demonstrates ability to organize teams of people to carry out monitoring surveys, including participatory community monitoring activities, as required.</p> <p>Demonstrates ability to analyse the results of community monitoring and assess how the project is performing against KPIs.</p>	<p>Demonstrates ability to design and manage monitoring programmes.</p> <p>Demonstrates ability to use the results of monitoring programmes to feed into strategic decision-making.</p> <p>Demonstrates ability to explain the results of monitoring to senior managers.</p> <p>Demonstrates ability to modify assumptions, activities and KPIs on the basis of the results of monitoring.</p>

continued ...

Competency matrix: discretionary responsibilities (continued)

DISCRETIONARY RESPONSIBILITIES		REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
		Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Negotiation		Awareness of the types of negotiation that might take place between the company and a local community, including compensation agreements, benefit-sharing agreements and processes of free, prior and informed consent (FPIC). Awareness that negotiations with local communities need to take place in a culturally appropriate manner and may take considerable amounts of time.	Demonstrates ability to support negotiation processes between the company and the community relating to compensation, benefit sharing and/or FPIC by gathering information, preparing participants, providing notice, and making sure people are aware of what is happening.	Demonstrates ability to take part in negotiations as part of a company negotiating team. Demonstrates ability to use key negotiation tools and techniques relating to compensation agreements, benefit-sharing agreements and FPIC processes. Demonstrates ability to record and report on negotiations in an accurate and objective manner. Demonstrates ability to support a formal process of monitoring and evaluation of a negotiation process, using internationally accepted monitoring tools and techniques.	Demonstrates ability to mediate in difficult negotiations if required, including with senior community representatives. Demonstrates ability to engage expert and senior colleagues to assist in negotiations, as appropriate. Demonstrates ability to engage third-party mediators to assist with negotiations, as required, and respond to their recommendations.
	Land claims and resettlement	Awareness of the applicable international standards and national legal requirements. Awareness of the types of land claims and land rights issues that might arise in relation to the project, and the different ways that these can be addressed. Awareness of the project's approach to land claims and resettlement issues, and the internal and external teams responsible.	Demonstrates ability to provide basic assistance with land claims or resettlement processes that involve community members, including: <ul style="list-style-type: none"> ● sharing information on land rights and project plans; and ● supporting community meetings on land issues. Demonstrates ability to record and report on grievances related to the land claims or resettlement process.	Demonstrates ability to communicate effectively with external expert teams implementing a land claims and/or resettlement programme. Demonstrates ability to support a formal process of monitoring and evaluation of a land claims or resettlement process, using internationally accepted monitoring tools and techniques.	Demonstrates ability to engage reputable expert teams to design and manage a formal land claims and resettlement programme for the project. Demonstrates ability to oversee a formal land claims and resettlement programme implemented by an external team of experts.

continued ...

Competency matrix: discretionary responsibilities (continued)

DISCRETIONARY RESPONSIBILITIES		REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
		Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Indigenous rights	<p>Awareness of the indigenous groups living within the zones of direct and indirect project influence.</p> <p>Awareness of the applicable international standards and national legal requirements.</p> <p>Awareness of the types of indigenous rights issues that might arise in relation to the project, and the ways they can be addressed.</p> <p>Awareness of the project's approach to address indigenous rights issues, and the internal and external teams responsible.</p>	<p>Demonstrates ability to identify and map indigenous groups living within the zones of direct and indirect project influence.</p> <p>Demonstrates ability to provide basic assistance with indigenous rights programmes and Indigenous People's development planning, including:</p> <ul style="list-style-type: none"> • sharing information on indigenous rights and project plans; and • supporting community meetings on Indigenous People's issues. <p>Demonstrates ability to record and report on grievances related to Indigenous People's issues.</p>	<p>Demonstrates ability to communicate effectively with external expert teams implementing an Indigenous People's programme.</p> <p>Demonstrates ability to support a formal process of monitoring and evaluation of an Indigenous People's programme or development plan, using internationally accepted monitoring tools and techniques.</p>	<p>Demonstrates ability to engage reputable expert teams to design and manage a formal Indigenous People's programme for the project.</p> <p>Demonstrates ability to oversee a formal Indigenous People's programme implemented by an external team of experts.</p>	
	<p>Awareness of the international standards relating to conflict management and security provision that apply to the project.</p> <p>Awareness of the risk of project-related issues exacerbating existing conflicts or creating further disputes or tensions among community members, or between the community and the company or its contractors.</p>	<p>Demonstrates ability to support alternative community engagement approaches, as required in the context of specific conflict situations.</p> <p>Demonstrates ability to recognize the need for expert conflict management or mediation in the community and to seek expertise to resolve the situation as quickly as possible.</p>	<p>Demonstrates ability to implement international standards in conflict situations and report on how these standards have been met.</p> <p>Demonstrates ability to provide basic conflict management and mediation, as required, among community members or between the company or its contractors and community members.</p>	<p>Demonstrates ability to design and manage community engagement approaches in response to the challenges of specific conflict situations.</p> <p>Demonstrates ability to engage with senior managers, national and international observers and other stakeholders to report on the local situation.</p>	
Community issues management in conflict situations	<p>Awareness of the international standards relating to conflict management and security provision that apply to the project.</p> <p>Awareness of the risk of project-related issues exacerbating existing conflicts or creating further disputes or tensions among community members, or between the community and the company or its contractors.</p>	<p>Demonstrates ability to support alternative community engagement approaches, as required in the context of specific conflict situations.</p> <p>Demonstrates ability to recognize the need for expert conflict management or mediation in the community and to seek expertise to resolve the situation as quickly as possible.</p>	<p>Demonstrates ability to implement international standards in conflict situations and report on how these standards have been met.</p> <p>Demonstrates ability to provide basic conflict management and mediation, as required, among community members or between the company or its contractors and community members.</p>	<p>Demonstrates ability to design and manage community engagement approaches in response to the challenges of specific conflict situations.</p> <p>Demonstrates ability to engage with senior managers, national and international observers and other stakeholders to report on the local situation.</p>	

continued ...

Competency matrix: discretionary responsibilities (continued)

DISCRETIONARY RESPONSIBILITIES	REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
	Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Community issues management in conflict situations (continued)	Awareness of the possibilities offered by conflict management, mediation and dispute resolution interventions and the internal teams and external organizations that can carry this out.		Demonstrates ability to adapt community engagement approaches to the challenges of specific conflict situations Demonstrates ability to work with third-party conflict experts, if required, and respond to their recommendations.	Demonstrates ability to engage the assistance of third-party conflict experts, if required, working with project and company management.
Local hiring	Awareness of the local hiring issues that may arise in relation to the project. Awareness that the project may have 'local content' obligations established by the government. Aware that 'local content' may refer to both the national and the community level and that there may be formal project obligations at both levels.	Demonstrates ability to contribute to hiring decisions by providing insights about skills and expertise available within communities. Demonstrates ability to support community members with information on project job opportunities and by gathering insights on the potential training needs of the local workforce.	Demonstrates ability to participate in a programme of local hiring by: <ul style="list-style-type: none"> engaging with local leaders, schools and potential workers; identifying appropriate opportunities and local capacities; identifying training needs; organizing local training courses and educational opportunities; and reporting on progress. Demonstrates ability to identify risks and opportunities of hiring decisions for local communities, and work with other teams to mitigate these risks.	Demonstrates ability to contribute to company hiring strategies, with guidance on how to optimize local (community) content. Demonstrates ability to design, manage and oversee a local hiring/business development programme aimed at increasing local opportunities on the project, and local capacities more widely. Demonstrates ability to report to senior managers on programme implementation and its benefits for the project.

continued ...

Competency matrix: discretionary responsibilities (continued)

		REQUIRED SKILLS ACCORDING TO LEVEL OF COMPETENCY			
DISCRETIONARY RESPONSIBILITIES		Level 1: Awareness	Level 2: Basic application	Level 3: Skilful application	Level 4: Expert
Worker welfare		Awareness of international and national labour rights and worker welfare issues that may arise in relation to different phases of the project cycle.	Demonstrates ability to engage in regular basic monitoring of labour welfare issues, including water, food and accommodation. Demonstrates ability to assist in resolving local labour issues, by engaging regularly with local workers, and by recording and reporting on labour grievances. Demonstrates ability to work with the health, safety, security and environment (HSSE) department to address any HSSE issues that arise in the course of regular monitoring of worker welfare.	Demonstrates ability to resolve labour grievances, where appropriate, in collaboration with the relevant line and site managers. Demonstrates ability to report on instances where issues are addressed outside the formal community grievance mechanism. Demonstrates ability to analyse grievances and the grievance resolution process, to feed into project reporting, lesson learning, performance assessment and decision-making.	Demonstrates ability to manage a labour grievance procedure and report to senior managers on its effectiveness and insights. Demonstrates ability to engage with senior managers or project contractors to address persistent worker issues. Demonstrates ability to act as a mediator in complex cases.
Social investment		Awareness of the purpose and nature of the company's social investment (SI) programme. Awareness of who is responsible for implementing and monitoring the SI programme, including internal teams and external organizations. Awareness of differences between sustainable SI programmes, philanthropy and sponsorship.	Demonstrates ability to support an SI programme, by providing information to the community on the goals and objectives of the programme, supporting community meetings, and advising community members on how to make applications for support from the programme. Demonstrates ability to elicit feedback from community members on the effectiveness of the programme, to feed into programme assessment and decision-making.	Demonstrates ability to implement elements of an SI programme, including: <ul style="list-style-type: none"> engaging with local leaders and potential recipients; identifying local needs and opportunities for support; and reporting on progress. Demonstrates ability to provide formal monitoring and evaluation of an SI programme, using internationally accepted monitoring tools and techniques. Demonstrates ability to identify risks and opportunities of an SI programme, and work with other teams to mitigate these risks.	Demonstrates ability to design, manage and oversee an SI programme, incorporating an appropriate mix of sustainable SI, philanthropy and sponsorship. Demonstrates ability to report to senior managers on programme implementation and articulate its benefits for the project.

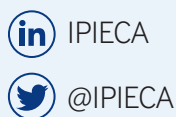
IPIECA

IPIECA is the global oil and gas industry association for environmental and social issues. It develops, shares and promotes good practices and knowledge to help the industry improve its environmental and social performance, and is the industry's principal channel of communication with the United Nations.

Through its member-led working groups and executive leadership, IPIECA brings together the collective expertise of oil and gas companies and associations. Its unique position within the industry enables its members to respond effectively to key environmental and social issues.

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Anadarko	Husky Energy	Petrotrin	Tullow Oil
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ARA	IOGP	Repsol	Wintershall
ARPEL	JPEC	Santos	Woodside
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