



COMPETENCY PROFILE INSTRUMENT FOR THE BOARDS OF PUBLIC BODIES

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1. Overview of Corporate Governance Framework

A Corporate Governance Framework (CGF) for Public Bodies in Jamaica was established in September 2011 and revised in October 2012. The stated purpose of the CGF is to “**improve accountability, probity and transparency among public bodies in order to achieve a more compliant, responsive, efficient and transparent public service.**” This is in keeping with Vision 2030 Jamaica: National Development Plan which outlines *effective governance* as a key strategic outcome for national development.

The CGF observes that there is a need to bring the operations and effectiveness of corporate bodies in line with international best practices of corporate governance. The overall legislative context for the CGF is the Public Bodies Management and Accountability Act (PBMA), the Financial Administration and Audit Act (FAA), the Companies Act and their individual enabling legislations. The initiative to establish the CGF came against the background of increasing public and stakeholder interest in the performance of Public Bodies and their effectiveness in delivering value to the citizens of the Country. This is of critical importance given that the approximately one hundred and ninety (190) active Public Bodies represent a critical component of the range of entities within the Public Sector. The activities of many of these Bodies affect sensitive and critical aspects of the economic, political and social life of the country and are responsible for significant amounts of public resources.

It was therefore determined that the process for composing and making appointments to Public Boards was an important step which requires careful consideration. In light of this, the CGF recommended the creation of a Competency Profile Instrument to assist the Portfolio Minister in the selection of persons to serve on Public Boards.

It is against this background that the Management Institute for National Development (MIND), the Government of Jamaica’s Public Service Learning and Development Institute, was consulted by the Cabinet Office, in collaboration with the Ministry of Finance and the Public Service, to undertake a Consultancy Project to develop a Competency Profile Instrument for Boards of Public Bodies.

2. Introduction to the Competency Framework

The Competency Profile Instrument (Competency Framework) was developed after extensive consultations with a wide cross section of public organizations, subject matter experts and members of the public and private sector. These consultations were conducted through a series of focus group discussions, interviews and an online survey. The information gathering exercise was designed to generally determine the:

1. Competencies required for Board Chairs;
2. Competencies required for all Board members irrespective of the nature of the Public Body;
3. Specialized competencies required by Boards for their effective performance; and
4. Technical competencies for particular types of Public Bodies.

A list of preliminary competencies was developed to guide the focus groups sessions and the individual interviews, and was also used to design the questionnaire for the online survey. The feedback from the consultations generally endorsed the proposed preliminary list.



A. Structure of the Competency Framework

The Framework defines four sets of competencies, namely:

1. Competencies for Board Chairs
2. Competencies for individual Board members
3. Specialized competencies which should be represented by at least one member of the Board
4. Technical competencies for specific Boards within each portfolio ministry

There is a brief initial descriptor for each competency, with a more detailed descriptor contained in the **Dictionary**. For each competence there is an indicator with requirements (defined in *Appendix*) of whether the competence should be pre-existent in the potential nominee, if the competence may be acquired during the course of the Board's tenure or if it is optional for the particular Board. It is envisaged that these Competencies will be acquired through the orientation exercises or through the arrangement of special programmes of training specifically designed and developed for Board members.

The Framework also recognizes that Boards differ in size, complexity and societal impact. As such, the weight of importance for each competency may vary based on the nature of the Board to which persons are being appointed. In constructing the competency requirements for individual Boards, the Portfolio Minister in consultation with the Permanent Secretary and the selection panel will determine which of the optional Competencies are required for the Public Bodies for which he/she is responsible. Consistent with the Policy for Gender Equality, consideration of gender in the selection process should be undertaken, with Ministers striving towards identifying no less than 30% either male or female with the requisite competencies on each Board.

The competencies for Board Chairs and individual Board members have been organized around categories or '**Pillars of Effectiveness**'. Each '**Pillar**' contains the set of competencies related to the competency category.

B. Utility of the Competency Framework

The Competency Framework may be used for a variety of purposes, inclusive of defining the required behavioural and functional competencies, establishing a basis for evaluating Board performance and providing a basis for determining essential knowledge and skills deficiencies. Other uses of the Competency Framework include, but are not limited to the following:

Purpose	Application
1. As a guide for screening and assessing potential appointees	<ol style="list-style-type: none"> i. Construct a selection tool and use the competency definitions to populate the selection instrument ii. Rate/assess the potential appointee against the competency requirements and definitions iii. Formulate interview questions which will be posed to potential appointees iv. Formulate public advertisements for positions which will be advertised in accordance with the recommendations of the Corporate Governance Framework.



Purpose	Application
2. As a briefing document during Orientation	<ul style="list-style-type: none"> i. Used by the Board Chair in setting and explaining his/her expectations for the performance of the Board during its tenure ii. Used to develop content for a formal orientation programme /event
3. Inform the development of curricula for organizations which will provide formal and structured training for Board members	<ul style="list-style-type: none"> i. Provide information for developing content for formal training programme in Corporate Governance ii. Present definitions to create instructional material, case studies and exercises during formal training
4. As a framework for evaluating the effectiveness and performance of the Board	<ul style="list-style-type: none"> i. Construct evaluation instrument using competency definitions ii. Support observations of how Board members and the Board Chair conduct themselves iii. Facilitate self appraisal by the Board

3. Pillars of Effectiveness

Below we have outlined the Pillars of Effectiveness for Board Chairs and Board members. Each Pillar represents functional categories required by the respective Board and contains the related Competencies.

3.1 Pillars of Effectiveness for Board Chairs

Management of Relationships and Self	Direction and Guidance	Leadership and Management
<ul style="list-style-type: none"> • Political Awareness • Ethics and Integrity • Communication • People Relations 	<ul style="list-style-type: none"> • Role Understanding • Organizational Knowledge • Corporate Governance • Government Operations • Technical Knowledge 	<ul style="list-style-type: none"> • Meeting Leadership • General Management • Strategic Leadership and Planning • Problem Solving and Decision Making • Conceptual Thinking and Analysis • Personal Effectiveness

3.2 Pillars of Effectiveness for Board Members

Interpersonal Relationship and Self Management	Direction and Guidance	Stewardship and Results
<ul style="list-style-type: none"> • Ethics and Integrity • Communication • Interpersonal Relations • Professionalism • Self Management and Motivation 	<ul style="list-style-type: none"> • Role Understanding • Organizational Knowledge • Corporate Governance • Government Operations • Independent and Critical Thinking 	<ul style="list-style-type: none"> • Financial Literacy • Strategic Focus • Results Driven • Accountability



4. Competencies for Board Chair

Below we have outlined the universal Competencies required by the Chair of Public Boards, along with the related descriptors and requirements.

4.1 Management of Relationships and Self			
No.	Competency	Descriptor	Requirement
1	Political Awareness	Conscious of the dynamic interplay between politics and organizational activities and understands what is needed to build collaborative stakeholder alliances to achieve organization objectives	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
2	Ethics and Integrity	Acts with integrity, honesty and transparency in relationships with others	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
3	Communication	Presents ideas in a clear, concise, easily understood and persuasive manner and willing to engage others to enhance their understanding of issues	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
4	People Relations	Relates to others in a respectful and engaging manner	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional

4.2 Direction and Guidance			
No.	Competency	Descriptor	Requirement
1	Role Understanding	Understands the role and responsibilities of the position and the roles of respective partners	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
2	Organizational Knowledge	Understands the nature and workings of the organization or the business in which it is engaged; its purpose and role in the national development	<input type="checkbox"/> Pre-requisite <input checked="" type="checkbox"/> Acquirable <input type="checkbox"/> Optional
3	Corporate Governance	Conversant with the general principles and practices of 'good' Corporate and Organizational Governance and understands the importance of managing public affairs and public resources in a transparent and effective manner	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
4	Government Operations	Understands the structure of Government and how its various components work	<input type="checkbox"/> Pre-requisite <input checked="" type="checkbox"/> Acquirable <input type="checkbox"/> Optional



4.2 Direction and Guidance

No.	Competency	Descriptor	Requirement
5	Technical Knowledge	Understands the underlying technical processes and systems which deliver the organization's products, services and value	<input type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input checked="" type="checkbox"/> Optional

4.3 Leadership and Management

No.	Competency	Descriptor	Requirement
1	Meeting Leadership	Proficient in managing and leading meetings and other forms of deliberative processes	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
2	General Management	Possesses a working understanding of the foundational techniques and practices required to achieve organizational results by defining direction and managing processes, people and finances	<input type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input checked="" type="checkbox"/> Optional
3	Strategic Leadership and Planning	Understands the need for forward thinking, conversant with the techniques and methodologies for making strategic choices; Develops strategic plans and evaluating and managing the associated risks	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
4	Problem Solving and Decision Making	Gathers information and applies intellectual rigor in the analysis of complex problems before taking a position or advocating a course of action; Insists on evidence and justification to make objective and carefully considered decisions	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
5	Conceptual Thinking and Analysis	Understands the big picture, takes account of context and synergies and makes appropriate linkages to leverage added value	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
6	Personal Effectiveness	The ability of the individual to manage self and personal resources in order to operate at an acceptable level of effectiveness.	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional



5. Competencies for Board Members

Below are the universal Competencies required by members of Public Boards, along with the related descriptors and requirements.

5.1 Interpersonal Relationship and Self Management			
No.	Competency	Descriptor	Requirement
1	Ethics and Integrity	Acts with integrity, honesty and transparency in relationships with others and the organization	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
2	Communication	Presents ideas in a clear, concise, easily understood and persuasive manner and willing to engage others to enhance mutual understanding of issues and perspectives	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
3	Interpersonal Relations	Relates to others in a respectful and engaging manner and works well in a team environment	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
4	Professionalism	Approaches the work of the Board and the responsibilities as a Board member in a business-like manner	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
5	Self Management and Motivation	Adds value to the Board by taking an active interest in its work, effectively managing own time making informed contributions through adequate preparation	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional

5.2 Direction and Guidance			
No.	Competency	Descriptor	Requirement
1	Role Understanding	Understands the roles and responsibilities of the position and the roles of respective partners	<input type="checkbox"/> Pre-requisite <input checked="" type="checkbox"/> Acquirable <input type="checkbox"/> Optional
2	Organizational Knowledge	Understands the nature and workings of the organization or the business in which it is engaged; its purpose and role in the national development	<input type="checkbox"/> Pre-requisite <input checked="" type="checkbox"/> Acquirable <input type="checkbox"/> Optional
3	Corporate Governance	Conversant with the general principles and practices of 'good' Corporate and Organizational Governance and understands the importance of managing public resources in a transparent and effective manner	<input type="checkbox"/> Pre-requisite <input checked="" type="checkbox"/> Acquirable <input type="checkbox"/> Optional
4	Government Operations	Understands the structure of Government and how its various components work	<input type="checkbox"/> Pre-requisite <input checked="" type="checkbox"/> Acquirable <input type="checkbox"/> Optional



5.2 Direction and Guidance

No.	Competency	Descriptor	Requirement
5	Independent and Critical Thinking	Brings an objective mindset to the examination of issues. Willing to probe and challenge conventional wisdom and advocate for change	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional

5.3 Stewardship and Results

No.	Competency	Descriptor	Requirement
1	Financial Literacy	Conversant with the basic elements of organizational financial management including and understanding of financial statements and processes such as budgeting	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
2	Strategic Focus	Understands the need for forward thinking, conversant with the techniques and methodologies for formulating strategic plans	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
3	Results Driven	Maintains a consistent focus on actions which deliver measurable outcomes and helps the team to gain clarity in respect of the performance expected	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional
4	Accountability	Hold others and self to account for decisions and actions.	<input checked="" type="checkbox"/> Pre-requisite <input type="checkbox"/> Acquirable <input type="checkbox"/> Optional



6. Specialized Competencies for Boards

Below are the specialized competencies that may be required by at-least one member of a Public Board, based on its mandate and/or functionality:

No.	Competency	Descriptor	Requirement
1	Human Capital and Industrial Relations Management	Conversant with contemporary/modern HR practices, systems and processes including, talent development, employee engagement, the management of performance and the conduct of employee relations	<input checked="" type="checkbox"/> All Boards <input type="checkbox"/> Optional
2	Finance and Accounting	Conversant with the requirements for sound financial governance and contemporary financial management practices including the fiduciary responsibilities of Boards and the principles of financial accounting, financial auditing and financial reporting	<input checked="" type="checkbox"/> All Boards <input type="checkbox"/> Optional
3	Citizen Centric	Sensitive to the corporate social responsibilities of organizations and understands the requirements and expectations of citizens and customers of the Organization	<input checked="" type="checkbox"/> All Boards <input type="checkbox"/> Optional
4	Information and Communications Technology	Understands the impact which Information and Communications Technology (ICT) has on the effectiveness of an organization	<input checked="" type="checkbox"/> All Boards <input type="checkbox"/> Optional
5	Legal	Conversant with legal principles, practices and their application to the Organization	<input type="checkbox"/> All Boards <input checked="" type="checkbox"/> Optional
6	Marketing	Possess knowledge and professional expertise in the use of marketing techniques to achieve a consistent and accurate representation of the organization's brand	<input type="checkbox"/> All Boards <input checked="" type="checkbox"/> Optional
7	Corporate Communications	Conversant with techniques and methodologies which can be used to manage the Organization's interface with the public in a credible manner	<input type="checkbox"/> All Boards <input checked="" type="checkbox"/> Optional
8	Risk Management	Understands the importance of evaluating and mitigating organizational risks and conversant with the methodologies and processes for meeting risk management requirements	<input type="checkbox"/> All Boards <input checked="" type="checkbox"/> Optional



7. Competency Dictionary

Each competence stated below is accompanied by an indicator, which describes the knowledge and behaviors representing the competence.

Indicators for Board Chair

7.1 Board Chair – Management of Relationships and Self	
Competence	Indicators
Political Awareness	<ol style="list-style-type: none"> 1. Understands the dynamics of the interplay between the Board, the Organization and the political directorate 2. Conversant with the policy and operational mandate of the Organization 3. Knows how to function in the complex environment of legislation, regulation and policy directives 4. Knows how to build and sustain harmonious relations with multiple political stakeholders 5. Understands how to build and leverage alliances to achieve results 6. Acts with self – confidence when interacting with political representatives
Ethics and Integrity	<ol style="list-style-type: none"> 1. Earns the trust and respect of Board members and the management by acting in a trustworthy and authentic manner 2. Speaks truthfully and honestly 3. Handles sensitive matters with care and discretion 4. Shares information with Board members with transparency and openness 5. Keeps commitments and promises 6. Acts in accordance with the core values of the Organization
Communication	<ol style="list-style-type: none"> 1. Writes clearly and concisely 2. Speaks in a clear logical and persuasive manner 3. Listens attentively and purposefully 4. Speaks with confidence and assuredness when representing the Board and the Organization 5. Conversant with the use of information and communication technologies to access and share information 6. Proficient in delivering impactful presentations to Board members or external bodies
People Relations	<ol style="list-style-type: none"> 1. Interacts respectfully with others including Board members, managers, staff and customers of the Organization 2. Anticipates conflict and takes actions to mitigate any negative impact on the functioning of the Board 3. Cultivates a supportive and safe environment for Board Members to express themselves and contribute to the best of their abilities 4. Knows how to build a cohesive and high performance team 5. Engages and energizes Board members and others in pursuit of common goals 6. Takes a sincere interest in the wellbeing of Board members



7.2 Board Chair – Direction and Guidance

Competence	Indicators
Role Understanding	<ol style="list-style-type: none"> 1. Understands the role, responsibilities and authorities of the Board Chair's position 2. Understands the role, responsibilities and authorities of the Chief Executive Officer 3. Understands the role, responsibilities and authorities of the Portfolio Minister 4. Conversant with the distinction between strategic oversight and operational management 5. Understands and adheres to the boundaries of the Board's authority
Organizational Knowledge	<ol style="list-style-type: none"> 1. Understands the nature of the work performed by the Organization 2. Understands the Mission, Vision and Objectives of the Organization 3. Understands how the work of the Organization fits with the National Vision, priorities and objectives 4. Understands the Organization's key operational /business processes 5. Conversant with the 'business' and operating culture of the Organization 6. Understands the overall Organizational structure and the key success/business drivers
Corporate Governance	<ol style="list-style-type: none"> 1. Conversant with the fundamental principles of good governance 2. Conversant with the related governance instruments including the Corporate Governance Framework and the Public Bodies Management and Accountability Act 3. Demonstrates a commitment to upholding the principles of good corporate governance 4. Guides and educates Board members and management on governance issues 5. Keeps abreast of developments in the field of governance
Government Operations	<ol style="list-style-type: none"> 1. Understands the structure of government 2. Understands the process for government decision making 3. Understands the basic rules governing key processes such as procurement and budgeting 4. Conversant with the structure and functioning of the portfolio ministry
Technical Knowledge	<ol style="list-style-type: none"> 1. Understands the underlying core technical systems and processes which drives the operations of the Organization 2. Understands the 'technical' language used by sector professionals 3. Makes informed contributions to technical discussions and deliberations 4. Adds value to discussion on technical issues 5. Keeps abreast of technical developments in the area of work carried out by the Organization 6. Explains and clarifies technical issues to guide Board members and other meeting participants during the decision making process 7. Anticipates issues of a technical nature and alerts the Board and head of the organization in a timely manner 8. Determines when there is a need to solicit further guidance or expert advice



7.3 Board Chair – Leadership and Management

Competence	Indicators
Meeting Leadership	<ol style="list-style-type: none"> 1. Conversant with the basic rules of meeting procedure (e.g. Those prescribed in Roberts Rule of Order) 2. Insists on adherence to rules and agreed or established meeting procedures 3. Establishes and maintains the decorum of the meeting 4. Recognizes the ‘equal’ rights of all Board members 5. Maintains the professional tone of the proceedings 6. Understands how to effectively resolve conflicts and disagreements during Board deliberations 7. Understands how to manage ‘challenging’ or difficult members 8. Values the contribution of all members during Board deliberations 9. Encourages rigorous and spirited debate while focusing on the issues 10. Proficient in framing a discussion summarizing the issues and bringing a debate to closure 11. Maintains focus on the purpose and objectives of the meeting
General Management	<ol style="list-style-type: none"> 1. Understands the key business processes of an Organization 2. Understands how to read and interpret financial statements 3. Understands how budgets are developed, managed and tracked 4. Understands how Corporate objectives are formulated and implemented 5. Knows how to engage stakeholders to support the achievement of the Organization’s objectives 6. Understands social, economic and societal changes and assess their impact on the Organization 7. Understands how the Organization impacts the lives of citizens and the development of sustainable communities 8. Understands the importance of human capital development and succession planning 9. Conversant with the use of metrics, scorecards and performance measures to monitor Organizational performance 10. Understands how to give constructive feedback to the head of the Organization 11. Understands how to use coaching techniques to enhance the performance of the head of the Organization 12. Appreciates the need for compliance with legal, regulatory and policy requirements 13. Understands how to envision the Organization in a larger context and how to leverage opportunities for its advancement and sustainable success
Strategic Leadership and Planning	<ol style="list-style-type: none"> 1. Understands the strategic planning process 2. Thinks futuristically 3. Adopts a long term perspective 4. Challenges prevailing paradigms and conventional wisdom 5. Willing to consider new unconventional ideas 6. Challenges the perspectives of others 7. Understands general principles for defining, evaluating and mitigating risks



7.3 Board Chair – Leadership and Management

Competence	Indicators
Problem Solving and Decision Making	<ol style="list-style-type: none"> 1. Gathers evidence and data in support of own position and the position of others 2. Promotes evidence based decision making 3. Proficient in the use of different decision making techniques and knows which technique to use when 4. Trusts the collective wisdom of the team 5. Understands how to build consensus for Board decisions
Conceptual Thinking and Analysis	<ol style="list-style-type: none"> 1. Thinks broadly and conceptually 2. Makes connections and linkages beyond the narrow frame of the immediate issues 3. Takes a multi dimensional approach to the discussion of issues 4. Encourages others to see the larger/bigger picture 5. Breaks down issues into 'bite sized' parts 6. Suspends judgment and bias before pronouncing on an issue 7. Challenges conventional paradigms and mindset 8. Digests and processes information quickly and efficiently 9. Exhibits curiosity and inquisitiveness
Personal Effectiveness	<ol style="list-style-type: none"> 1. Approaches Board responsibilities in a professional and business-like manner 2. Takes the time to prepare effectively for the work of the Board 3. Priorities and effectively manages own time usage 4. Allocates sufficient time for the work of the Board 5. Shows respect for the time of others 6. Exhibits drive, enthusiasm and commitment in carrying out the work of the Board 7. Keeps abreast of developments affecting the work of the Board and the Organization



Indicators for Board Members

7.4 Board Members – Interpersonal Relationship and Self Management

Competence	Indicators
Ethics and Integrity	<ol style="list-style-type: none"> 1. Acts in ways which earn the trust and respect of colleagues on the Board 2. Speaks truthfully and honestly 3. Handles sensitive and confidential matters with care and discretion 4. Discloses 'interest' likely to cause bias and subjectivity during the course of Board deliberations 5. Keeps commitments and promises to the Board Chair and Board Members 6. Acts consistently on the basis of personal values
Communication	<ol style="list-style-type: none"> 1. Expresses self clearly verbally and in writing 2. Listens attentively and purposefully 3. Speaks with confidence and assuredness when engaging in Board discussion 4. Conversant with the use of basic information and communication technologies to access and share information
Interpersonal Relations	<ol style="list-style-type: none"> 1. Interacts respectfully with others including Board Chair and Board Members 2. Takes actions to mitigate the negative impact of personal conflict on the functioning of the Board 3. Understands and controls own emotions in relating to others 4. Values team work and integrates well with others in the pursuit of common goals 5. Takes a sincere interest in the wellbeing of other Board members
Professionalism	<ol style="list-style-type: none"> 1. Shows respect for the time of the Board Chair, Board Members and other meeting participants 2. Prepares thoroughly for Board meetings and events 3. Exhibits commitment to the requirements of the position 4. Gives timely response to queries 5. Acts promptly on requests for action on matters occurring outside of Board meetings such as reading and responding to correspondence, round robin voting etc. 6. Adheres to rules of conduct for Board Members
Self Management and Motivation	<ol style="list-style-type: none"> 1. Exhibits an interest in public service 2. Makes time in own schedule for consistent attendance at Board meetings and other Board related activities 3. Makes reasonable personal sacrifices to accommodate the work of the Board 4. Stays abreast of developments in the public domain which have implications for the Public Body 5. Keeps abreast of developments likely to affect the Board 6. Participates in matters being deliberated by the Board



7.5 Board Members – Direction and Guidance

Competence	Indicators
Role Understanding	<ol style="list-style-type: none"> 1. Understands the role of Boards 2. Understands the roles and functions of Board Members 3. Understands own role in relation to the roles of other key stakeholders 4. Understands the distinction between strategic direction and operational management 5. Understands the role of the Board Chair, the head of the organization and the Portfolio Minister
Organizational Knowledge	<ol style="list-style-type: none"> 1. Understands the business of the Organization 2. Understands the nature of the work performed by the Organization 3. Understands how the work of the Organization fits with national priorities and objectives 4. Understands the key operational /business processes 5. Conversant with the 'business' and operating culture of the Organization 6. Understands the overall Organizational structure 7. Understands the key success/business drivers
Corporate Governance	<ol style="list-style-type: none"> 1. Understands the principles, concepts and practices of good corporate governance 2. Conversant with the fundamental principles of good governance 3. Conversant with the related instruments including the Corporate Governance Framework 4. Cooperates with others in upholding the principles of good corporate governance 5. Insists on adherence to 'good' governance practices by the Board Chair and other members
Government Operations	<ol style="list-style-type: none"> 1. Understands how government works 2. Understands the work of the portfolio ministry 3. Understands the policy framework and general philosophies of the Government
Independent and Critical Thinking	<ol style="list-style-type: none"> 1. Seeks clarification when uncertain about an issue when there is uncertainty or lack of clarity 2. Requests specialist advice when there is a need for other perspectives and inputs about critical decisions 3. Challenges conventional ideas and asks 'tough' searching and probing questions 4. Arrives at independent objective view after careful evaluation of all aspects 5. Puts aside personal bias or political persuasion and special interest when considering an issue



7.6 Board Members – Stewardship and Results

Competence	Indicators
Financial Literacy	<ol style="list-style-type: none"> 1. Understands basic accounting principles and terminologies 2. Knows how to read and interpret basic financial statements and instruments 3. Understands how the Organization is resourced financially 4. Understands the government's budget process
Strategic Focus	<ol style="list-style-type: none"> 1. Understands the 'big picture' context within which the Board operates 2. Keeps attuned to developments in the external environment likely to have an impact on the operations of the Board and the Organization 3. Participates actively in strategic discussions and planning activities 4. Embraces and champions change and transformational initiatives agreed by the Board 5. Keeps track of the extent to which strategic priorities shape the formulation of corporate objectives 6. Keeps track of the extent to which strategic priorities are reflected in the day to day operations of the Organization
Results Driven	<ol style="list-style-type: none"> 1. Conversant with the SMART goal setting process 2. Understands how performance expectations are translated into measurable outcomes and deliverables 3. Understands the distinction between activities and outcomes 4. Keeps a consistent focus on outcomes 5. Exhibits a low level of tolerance for excuses and delays 6. Understands how tools such as scorecards and dashboards are used to track progress and performance outcomes
Accountability	<ol style="list-style-type: none"> 1. Holds self and others responsible for decisions taken by the Board 2. Contributes to defining the levels of risk, innovation and decision making delegated to the Organization's CEO 3. Insists on compliance with established legislation regulations and operational procedures 4. Accepts errors in judgment and 'mistakes' by the Board or the Organization and contributes to the identification of the 'lessons learned'



Indicators for Specialized Competencies for Boards

7.7 Board Members – Specialized Competencies for Boards

Competence	Indicators
Human Capital and Industrial Relations Management	<ol style="list-style-type: none"> 1. Understands the Government's HR framework instruments such as the Staff Orders 2. Conversant with contemporary HR Practices (e.g. Talent Management and the use of HR Analytics) 3. Conversant with the fundamental Labour Laws, Labour Relations Code and the international labour conventions ratified by Jamaica 4. Conversant with the local Labour Relations / Industrial Relations System 5. Understands key HR processes such as Talent Development Performance Management and Succession Management 6. Conversant with the concepts and practices of Strategic HR Management
Finance and Accounting	<ol style="list-style-type: none"> 1. Alerts the Board to issues with possible Financial and Accounting implications 2. Helps members to understand potential financial implications of specific decisions 3. Explains financial and accounting issues in a way which can be easily understood by 'non financial' Board members 4. Makes an independent assessment of the Organization's financial health and financial control environment 5. Conversant with the relevant financial regulations and best practices 6. Conversant with professional accounting standards
Citizen Centric	<ol style="list-style-type: none"> 1. Understands the relationship between the Organization and the citizens 2. Takes account of the impact of the Organization on wider society 3. Advocates for sensitivity and respect for the rights of citizens 4. Keeps abreast of social dialogue and change and sensitizes the Board to the emerging concerns of the citizens 5. Helps the Board to add value to the lives of the citizen 6. Keeps the Board focused on its service delivery responsibilities
Information and Communications Technology	<ol style="list-style-type: none"> 1. Keeps abreast of developments in Information and Communication Technologies (ICT) 2. Helps members to understand technical ICT issues 3. Makes an independent assessment of the ICT status 4. Helps the Board to think and prepare futuristically for ICT changes 5. Collaborates with / Assists persons with operational ICT responsibilities to leverage ICT resources
Legal	<ol style="list-style-type: none"> 1. Alerts the Board to issues with possible legal implications 2. Helps members to understand potential legal issues 3. Explains legal issues in a way which can be easily understood by non-legal minds 4. Conversant with legal processes 5. Conversant with the legislative framework and statutes under which the Organization operates 6. Keeps abreast of issues with legal implications for the Organization



7.7 Board Members – Specialized Competencies for Boards

Competence	Indicators
Marketing	<ol style="list-style-type: none"> 1. Helps the Board to identify the requirements of its target audience in order to represent the Organization’s brand in a consistent manner 2. Understands how to apply marketing techniques to assist the Organization in communicating its messages, products and services to its audience 3. Conversant with contemporary marketing methodologies such as the use of social media to reach a diverse audience
Corporate Communications	<ol style="list-style-type: none"> 1. Understands the Corporate Communication Process 2. Recognizes the importance of the Organization’s brand and how to protect/enhance brand reputation 3. Understands the role of the media and how it works 4. Advocates for a structured and proactive approach to corporate communication 5. Knows how to cultivate a collaborative and mutually respectful relationship with the media 6. Understands how to manage corporate communications during a ‘crisis’
Risk Management	<ol style="list-style-type: none"> 1. Conversant with risk identification and mitigation techniques 2. Assists the Board in identifying, quantifying and proposing strategies for managing risks 3. Keeps abreast of developments in risk management methodologies 4. Explains the technical aspects of risk management to others in an easily understood manner 5. Engages managers in informed conversations about risks 6. Evaluates the risk management component of proposals before the Board



8. Technical Competencies for Specific Boards

Below are the technical competencies that are required for specific Public Boards, based on its mandate and/or functionality:

A. Office of the Prime Minister

1.	<ul style="list-style-type: none"> ▪ CHASE FUND ▪ Jamaica Social Investment Fund 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Project Management, Social Innovation, Financial Analysis 1. Resource Mobilization 2. Social Mobilization
2.	<ul style="list-style-type: none"> ▪ National Housing Trust 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Mortgage Financing 2. Mutual Fund Management 3. Insurance and Transferrable Risk 4. Housing Development 5. Construction 6. Land Valuation and Survey

B. Cabinet Office

#	Regulatory	Special Technical Competencies
1.	Office of Utilities Regulation	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Operations and regulatory requirements of all utility sectors monitored 2. Customer Relations 3. Global Technological Developments relevant to all utility sectors 4. Economics

C. Ministry of Culture, Gender, Entertainment & Sport

#	Culture	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Jamaica Cultural Development Commission ▪ Jamaica National Heritage Trust ▪ Institute of Jamaica 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Performing Arts 2. Creative and Cultural Industry 3. Talent Management 4. Community Development 5. Event Planning 6. Marketing/Brand Management 1. Archaeology 2. Artefact Management 3. Land Valuation 4. History 5. Town Planning 6. Architecture



	<ul style="list-style-type: none"> ▪ National Library of Jamaica ▪ Creative Production & Training Centre ▪ Jamaica National Commission for UNESCO 	<ol style="list-style-type: none"> 1. Publishing 2. Archiving 3. Marketing and Branding 4. Intellectual Property 5. History 6. Natural Science 7. Culture 8. Library Science 9. Curator 10. Museum Management 1. Media Production 2. Post Production 3. Curriculum Development 4. Artistic Development 5. Animation
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#	Gender	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Women Centre Foundation of Jamaica (WCFJ) 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Social Work 2. Project Management 3. Gender Affairs

#	Entertainment	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ Cinematograph Authority 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Content Management and Analysis 2. Film Industry

#	Sport	Special Technical Competencies
4..	<ul style="list-style-type: none"> ▪ Institute of Sport ▪ Sports Development Foundation ▪ Independence Park Ltd ▪ Jamaica Anti-Doping Commission 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Community Mobilisation 2. Sports Development and Management 3. Fund Management 4. Marketing & Branding 5. Talent Management 6. Sponsorship Management 7. Event Planning 1. Sports Medicine and Gene Doping 2. Sport Administration 3. Educational Outreach 4. Compliance Management 5. Laboratory Experts 6. Arbitration



D. Ministry of Economic Growth and Job Creation

#	Investment	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Development Bank of Jamaica ▪ National Export-Import Bank ▪ Jamaica Trade and Invest(Jampro) ▪ Agricultural Investment Corporation ▪ Harmonization Ltd. ▪ Jamaica International Financial Services Authority ▪ Factories Corporation of Jamaica 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Development Banking 2. Banking Knowledge 3. Insurance 4. Loan Management 5. Venture Capital 6. Public Private Partnership <ol style="list-style-type: none"> 1. Trade Relations 2. Investment Management 3. Diplomacy 4. Global and regional markets and prospects (both market access and facilitation) 5. Financing for MSMEs in rural areas especially youth and women <ol style="list-style-type: none"> 1. .Resort Development 2. Project Financing 3. Investment Management 1. International Banking 2. Financial Intelligence 3. International Insurance 4. Mutual Fund 5. Trustee Licensing 6. International Business 7. Regional and international instruments and /or obligations which are critical to the operations of the relevant agency. <ol style="list-style-type: none"> 1. Land Valuation & Survey 2. Construction Industry 3. Real Estate 4. Business Development 5. Retrofitting 6. Leasing & Rental 7. Conveyancing 8. Business Process Outsourcing 9. Project Management 10. Civil and Building Engineer 11. Industrial Estate Development 12. Project Financing

#	Planning and Research	Special Technical Competencies
5.	<ul style="list-style-type: none"> ▪ Planning Institute of Jamaica ▪ Statistical Institute of Jamaica 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Economic Planning and Research 2. Project Management 3. Survey Methodologies 4. Statistics



#	Infrastructure Development	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Urban Development Corporation (UDC) ▪ St. Ann Development Corporation 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Urban Planning 2. Marketing and Promotion 3. Engineering 4. Project Management 5. Land Valuation & Survey 6. Strategic Negotiations 7. Insurance and Transferable Risk 8. Tourism Management (UDC)

#	Port Operations	Special Technical Competencies
6.	<ul style="list-style-type: none"> ▪ Jamaica International Free Zone Limited ▪ Kingston FREEZONE Company ▪ Montego Bay FREEZONE Company ▪ Port Authority of Jamaica ▪ Port Authority Management Services ▪ Port Management and Security Limited (PMSL) 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Industry, Commerce, Maritime Engineering and Transportation 2. Free Zones and Exclusive Economic Zones, Trade And Logistics 3. Port Operations and Government/Public Policy and Regulations 4. Port Security Operations 5. Economics, Accountancy, Engineering, Industrial Relations or Commerce and Marketing /Public Relations 6. Finance & Accounting 7. International Relations

#	Housing	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Housing Agency of Jamaica ▪ Jamaica Mortgage Bank 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Project Management 2. Infrastructure Financing 3. Engineering 4. Housing Development 5. Mortgage Financing 6. Economics

#	Water Management	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Central Waste Water Treatment Company ▪ National Water Commission ▪ Rural Water Supply Company ▪ Water Resource Authority ▪ National Irrigation Commission Ltd. 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Hydrogeology 2. Waste Water Management 3. Water Resources Management and Watershed Management 4. Environmental Science <ol style="list-style-type: none"> 1. Hydrology, Geography, Irrigation, Geology, Urban Planning, Urban and Rural Planning, Climate Change and Agriculture 2. Project Management & Civil Engineering



		<ol style="list-style-type: none"> 3. Legal 4. Accounting 5. Social Worker(Rural Communities) 6. Human Resource Management
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#	Works	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Road Maintenance Fund ▪ National Road Operating and Constructing Co. 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. assessing project /requests for financing for infrastructure projects (Engineering and Economic Feasibility) 1. Engineering, Contract Law And Administration 2. Awareness of quality assurance standards and monitoring 3. Law, Accounting & Finance 4. International Relations 5. In-depth knowledge of Concession Agreements & Public Private Partnerships 6. In-depth knowledge of highway construction & maintenance 7. In-depth knowledge of maintenance of road

#	Regulatory bodies	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Real Estate Board ▪ Commission of Strata Corporation 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Real Estate 2. Built Environment 3. Environmental Science

#	Professional Bodies	Special Technical Competencies
11.	<ul style="list-style-type: none"> ▪ Professional Engineering Registration Board ▪ Architects Registration Board 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Technical aspects of specializations within the profession 2. The Construction Industry, specifically the role of Engineers and Architects 3. The registration and regulation of building professionals 4. The qualifications and acceptable standards required to practice architecture/engineering

E. Ministry of Education, Youth & Information

#	Education : Standards - Regulatory	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Council of Community Colleges Jamaica (CCCJ) 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Education Act and Regulations



	<ul style="list-style-type: none"> ▪ University Council of Jamaica (UCJ) ▪ Overseas Examination Commission(OEC) ▪ Early Childhood Commission (ECC) 	<ol style="list-style-type: none"> 2. Legislation specific to the entities listed. 3. Quality Assurance Systems – UCJ 4. Legislation that support Children and Young Adults 5. Multi-sectoral approach to work in ECC 6. The Legislation in regard to the composition of the EC Commission, specifies competencies that are required for the ECC, as follows: <ul style="list-style-type: none"> ▪ EC Development ▪ Child Care ▪ Child Psychology ▪ Pediatrics/Nursing 7. General appreciation of the education system in relation to policies and standards governing the sectors especially in relation to ECC, CCCJ, UCJ.
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#	Training and Educational Institutions	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ University of Technology ▪ HEART Trust –NTA ▪ Jamaica Foundation for Lifelong Learning (JFLL) ▪ National Council on Technical, Vocational Education & Training 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Education Act and Regulations 2. Legislation covering the entities 3. Tertiary Education and Training covering the formal and informal sectors 4. Strategic Planning, including Budgeting 5. Trust Fund Management (HEART Trust) <p>The Board is required to have skills in analyzing Labour Market Information</p>

#	Human Support Services	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ Jamaica Library Services (JLS) ▪ Nutrition Products Limited (NPL) 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Education Act and Regulations 2. Legislation covering the entities 3. Information Communication Technologies - JLS <p>The Board is required to have appreciation for Nutrition, Logistics, Strategic Planning (NPL)</p>

#	Education : Other – Policy and Service	Special Technical Competencies
4.	<ol style="list-style-type: none"> 1. National Council on Education (NCE) 2. National Education Trust Ltd. 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. The Act and Regulations covering the entities 2. Educational Policies, current research in Education, Data Analysis in order to give robust policy advice to the NCE 3. Environmental laws and practices which impacts the built environment 4. Marketing - able to attract support for the NET's deliverables, by promoting visibility and credibility of NET in the local international



		<p>community; identify, seek to understand, and influence local and international donors to support education infrastructure development</p> <p>5. Fund Development - understands basic principles of fundraising to identify and cultivate donors for operational funds, education campaigns and infrastructural development (for example, major gifts, planned giving, in-kind donations, endowments, special events, and grants); creates new and innovative strategies toward increasing revenue.</p> <p>6. Building Information Modeling - able to plan, design and construct and manage buildings and infrastructures</p>
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#	Youth	Special Technical Competencies
5.	<ul style="list-style-type: none"> ▪ National Youth Service 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Professional Development - Awareness of the functions of professional ethics and ability to use professional ethics to advocate for youth programs 2. Career Development - process of developing skills to enable informed decision making among youth 3. Program Design and Delivery - ability to evaluate and recommend the adjustments to programs based on outcome measurements and data 4. Child and Adolescent Development - basic awareness of how children/adolescents develop; recognizes cultural and environmental factors and the effect these factors may have on youth development

#	Information	Special Technical Competencies
6.	<ul style="list-style-type: none"> ▪ Broadcasting Commission of Jamaica ▪ Public Broadcasting Corporation of Jamaica 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> ▪ Content Management & Analysis ▪ Programme Scheduling ▪ Promotions and Marketing ▪ Film Industry ▪ Data Management, programming 7. Social and Resource Mobilization

F. Ministry of Finance and the Public Service

#	Banking / Financial Services Regulatory	Special Technical Competencies
	<ul style="list-style-type: none"> ▪ Bank of Jamaica ▪ Financial Services Commission 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. International Regulatory Requirements, Banking



1.	<ul style="list-style-type: none"> ▪ Jamaica Deposit Insurance Corporation 	<ul style="list-style-type: none"> and Banking Laws 2. Pension Fund Management and Regulations, Securities, Insurance and Banking Legislation (Local and International) 3. Insurance, investments 4. Financial Services Industry
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#	Development Banking / Financial Services	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Financial Sector Adjustment Company ▪ Financial Institutions Services ▪ Student Loan Bureau ▪ PETROCARIBE Development Fund 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Banking Knowledge 2. Insurance 3. Loan Management 4. Financial Services Management 1. Oil Markets

#	Gaming – Regulatory	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ Betting Gaming and Lotteries Commission ▪ Casino Gaming Commission ▪ Jamaica Racing Commission 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Gaming Industry 2. Casino Industry Operations and Regulations and Laws (local and international)

#	Gaming – Commercial	Special Technical Competencies
4.	CAYMANAS Track Limited	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Knowledge of Gaming Laws (local and international) 2. Finance/Accounting and Gaming Industry operations 3. Tax policies 4. Horseracing Industries (local and international).

G. Ministry of Health

#	Health Regulatory Institutions	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ North East Regional Health Authority ▪ South East Regional Health Authority ▪ Southern Regional Health Authority ▪ Western Regional Health Authority 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Relevant Health Legislation, including those that govern the work of the Ministry and the Authority or Council 2. Policies that govern the health sector's organization and operations 3. Health Systems and Structures 4. Health Service Delivery Systems, including Primary, Secondary and Tertiary Care – Members of the Boards of Regional Health Authorities 5. Environmental Health and Engineering – required for some members of the Boards of Regional Health Authorities



	<ul style="list-style-type: none"> ▪ Dental Council ▪ Medical Council ▪ Nursing Council ▪ Nutrition Advisory Council ▪ Pharmacy Council ▪ Quarantine Advisory Council ▪ Pesticides Control Authority 	<p>6. Medicine, and Public Health at the Consultant Level – Some members of the Boards of Regional Health Authorities</p> <p>Specialized training and competence in:</p> <ol style="list-style-type: none"> 1. Dentistry, Medicine, Nursing, Pharmacy and Pest Control 2. Resource Mobilization 3. Social Mobilisation
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#	Health and Social Services	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ National Family Planning Board ▪ National Council on Drug Abuse ▪ National Health Fund 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Relevant Health Legislation, including those that govern the work of the Ministry and the Authority or Council 2. Policies that govern the health sector's organization and operations 3. Health Systems and Structures 4. Health Service Delivery Systems, including Primary, Secondary and Tertiary Care <p>Specialized training and competence in:</p> <ol style="list-style-type: none"> 1. Medicine and Public Health at the Consultant Level 2. Social and Resource Mobilization

#	Appeal Bodies	Special Technical Competencies
3.	<ol style="list-style-type: none"> 1. Medical Appeals Tribunal 2. Nursing Home Appeals Tribunal 3. Registration Appeals Tribunal (Pharmacy) 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Relevant Health Legislation, including those that govern the work of the Ministry and the Authority or Council 2. Policies that govern the health sector's organization and operations 3. Health Systems and Structures 4. Knowledge of Health Service Delivery Systems, including Primary, Secondary and Tertiary Care <p>Specialized training and competence in:</p> <ol style="list-style-type: none"> 1. Medicine (Medical Appeals Tribunal), Medicine and / or Nursing and/or Public Health (Nursing Home Appeals Tribunal) and Medicine or Pharmacy (Registration Appeals Tribunal-Pharmacy) for the respective Tribunals

H. Ministry of Industry, Commerce, Agriculture & Fisheries

#	Consumer – Regulatory	Special Technical Competencies
	<ul style="list-style-type: none"> ▪ Anti-Dumping and Subsidies Commission 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. The legislative framework that governs the



1.	<ul style="list-style-type: none"> ▪ Consumer Affairs Commission ▪ Fair Trading Commission 	<ul style="list-style-type: none"> operations of the relevant Agency 2. Customs 3. International Trade 4. Global Import & Export Trends 5. Anti-Dumping Laws 6. Countervailing Duties 1. Consumer Advocacy 2. Survey Methodologies 3. Statistics 4. Complaints Management 5. Economics 6. Competition Law 7. Distributive Trade 8. Industry 9. Business Practices
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#	Business Facilitation	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Jamaica Business Development Corporation ▪ Micro Investment Development Agency ▪ Self Start Fund ▪ Trade Board Limited ▪ Jamaica Intellectual Property Office 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Development Financing 2. Business Development 3. Retail Management 4. Marketing 5. Manufacturing 6. MSME Sector 7. Micro-Financing 8. Debt Management 9. Agro Industry 10. Creative Industry <ul style="list-style-type: none"> 1. Export Trade 2. Import Licensing 3. Customs 4. Engineering <ul style="list-style-type: none"> 1. Music Industry 2. Computer Software 3. Publishing 4. Cultural & Creative Industries 5. Intellectual Property

#	Standards - Regulatory	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ Bureau of Standards ▪ Jamaica National Agency for Accreditation 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Standards Development 2. Consumer Advocacy 3. Wholesale/Retail Trade 4. Agriculture 5. Chemistry and related field

#	Agriculture Commodity Organizations	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Banana Board ▪ Cocoa Industry Board ▪ Coconut Industry Board ▪ Coffee Industry Board 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Agri-Business, Agriculture (Organic and Traditional Agriculture), Botany, Horticulture, Ecology, Agro-Forestry, Virology, Climate Change, Pest Management and Insect Biology, Marketing,



#	Agriculture Commodity Organizations	Special Technical Competencies
	<ul style="list-style-type: none"> ▪ Pimento Board ▪ Sugar Industry Authority ▪ Tobacco Industry Control Authority 	<ul style="list-style-type: none"> 1. International Trade Law 2. Gender analysis and application to address youth and women's development as cross-cutting imperatives for developing sustainable rural livelihoods and community development 3. Global and regional markets and prospects (both market access and facilitation) 4. Food security and disaster risk management 5. Creating a diversified, value-added agricultural production framework 6. Science and technological advances of the entity/sector 7. Environmental protection and management /sustainable land management and environmental sustainability against the documented challenges of climate change. 8. Integrated water resource management and climate change issues.

#	Agricultural Societies	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Jamaica 4H Clubs ▪ Jamaica Agriculture Society 	<p>The Board is required to have knowledge of:</p> <ul style="list-style-type: none"> 1. Home Economics, Entrepreneurial, Agriculture Agri-Business, Agriculture (Inorganic and Traditional Agriculture). Botany, Horticulture, Ecology, Agro-Forestry, Virology, Zoology (with knowledge in Pest Management and Insect Biology), Climate Change, Marketing, International Trade Law, Extension Services and Agro-processing. 2. Potential for science and technological advances of the agricultural sector and rural communities. 3. Development from a gender and youth sensitive perspective 4. Financing for entrepreneurship through MSMEs (focus on requirement in rural areas, and especially among youth, women and persons with disabilities). 5. Competency in capacity-building around new farming technologies e.g. green house technology, ICTs in agriculture 6. Community engagement and participatory skills development and utilization (eg, through civil society members on the Board)



#	Agricultural Promotion	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ Rural Agricultural Development Authority ▪ Jamaica Dairy Development Board 	The Board is required to have knowledge of: Agri-Business/Entrepreneurship, Agriculturist (Inorganic and Traditional Agriculture), Botany, Horticulture, Ecology, Agro-Forestry, Virology, Zoology (Pest Management and Insect Biology), Climate Change, Marketing International, Trade Law and Dairy Industry.

#	Agricultural Financing	Special Technical Competencies
4.	<ul style="list-style-type: none"> ▪ Agricultural Credit Board ▪ SCJ Holdings 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Agri-Business, Agriculturist (Inorganic and Traditional Agriculture), Botany, Horticulture, Ecology, Agro-Forestry, Virology, Zoology (Pest Management and Insect Biology), Climate Change, Marketing, General Finance, Sugar Industry 2. Global and Regional markets and prospects within CARICOM (both market access and facilitation) 3. Creating a diversified, value-added agricultural production 4. Financing for MSMEs in rural areas, especially youth, women and persons with disabilities

I. Ministry of Labour and Social Security

#	Pension Administration	Special Technical Competencies
1.	National Insurance Fund Golden Age Home Jamaica Council for Persons with Disability	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Investment and Financial Analysis 2. Actuarial Science 3. Project Management 4. Management of Pension Funds <ol style="list-style-type: none"> 1. Project Management 2. Social Work – specializing in Psycho-Social Care 3. General Nursing 4. General Medicine 5. Community Development 6. Communication

J. Ministry of Local Government and Community Development

#	Disaster Mitigation Services	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Office of Disaster Preparedness ▪ Jamaica Fire Brigade 	The Board is required to have knowledge of <ol style="list-style-type: none"> 1. Disaster and Emergency Management 2. Community Outreach 3. Fire Prevention

#	Community Development	Special Technical Competencies
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2.	<ul style="list-style-type: none"> ▪ Social Development Commission ▪ Board of Supervision 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Community Development and Outreach 2. Governance 3. Project Planning and Implementation 4. Resource Mobilisation 5. Medical Science 6. Social Work
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#	Local Government Services	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ National Solid Waste Management Authority 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Environment & Solid Waste Management 2. Environmental Science 3. Business Management 4. Logistics & Fleet Management

K. Ministry of National Security

#	Regulatory Bodies	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Firearm Licensing Authority ▪ Private Security Regulation Authority 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Small arms and light weaponry 2. The capacity to enhance the national security architecture and the requirement for a properly regulated framework within which to operate 3. Global Security Environment 4. Critical threats to national and regional security

L. Ministry of Science, Energy and Technology

#	Energy	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ PETROJAM Limited ▪ PETROJAM / Ethanol Company Limited ▪ WIGTON WINDFARM Limited 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Chemical/Mechanical/Electrical or Electronics Engineer 2. Marketing 3. Value and Supply Chain Management 4. Refinery Financing and Capital Market 5. Maintenance of Refinery, 6. Safety & Security of Petroleum Industry 7. Portfolio and Pipeline Management 8. Environmental Awareness, Sustainable Energy Science 9. Development, Construction & Operation of Wind Farm

#	Science and Technology	Special Technical Competencies
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#	Science and Technology	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ National Council on Science and Technology ▪ International Centre for Environmental and Nuclear Sciences ▪ eGov Ltd. ▪ Scientific Research Council ▪ Spectrum Management ▪ Earthquake Unit ▪ E- Learning Company 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Network Integration and Public Online Services Implementation 2. Development and Management of E-government Infrastructure, Architecture And Standards For E-Government Systems 3. Research & Development Strategy, Bio-Chemistry, Pharmaceuticals, Agro-Technology, Molecular Science, Food & Science, Plant Pathology, Food Safety 4. Systems Integration Implementation, Global ICT Telecom Infrastructure Strategy Development, Global ICT Infrastructure Project Management, Global Network Systems Architecture Design/Management, Data Communications Infrastructure Design/Management 5. Electrical and Electronic Engineering, Frequency Planning 6. Investment Banking 7. Geological Science, knowledge of Earthquake Hazard Reduction Strategies 8. Technological and Communication Resources to Improve Learning 9. Climate Change Impact on the sustainability of agriculture and food. <p>Specialized training and skills in:</p> <ol style="list-style-type: none"> 1. Coordinating activities to facilitate economic prosperity, public health, environmental quality, and national security 2. Research and Development Strategies across the Science and Technology Landscape, including Agriculture, Environment, Natural Resources and Sustainability, National Security, Engineering and Mathematics 3. Recognizing and building strategic partnerships with academia and commercial enterprises. 4. Building partnerships in the education and technological sectors

#	Regulatory - Electrical	Special Technical Competencies
4.	<ul style="list-style-type: none"> ▪ Board of Examiners 	<p>The Board is required to have knowledge of Electrical Engineering</p> <p>The Board should comprise of a Registered Electrical Engineer or Licensed Electrician</p>



#	Funding / Financing	Special Technical Competencies
5.	<ul style="list-style-type: none"> ▪ Universal Service Fund 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Telecommunications/Technology Management 2. Broadband Services And Data Licensing 3. Assessment Rates Internationally 4. Telecommunications Infrastructure

M. Ministry of Tourism

#	Attractions	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Bath Fountain of St. Thomas the Apostle ▪ Milk River Bath ▪ Jamaica Vacations 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Marketing and promotional management 2. Environmental laws 3. Tourism / Attractions Management 4. Airline Management

#	Regulatory	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ River Rafting Authority ▪ Jamaica Tourist Board 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Marketing and Promotional Management 2. Tourism / Attractions Management 3. Environmental Laws

#	Tourism Development	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ Devon House Development Company Ltd ▪ Tourism Product Development Company (TPDCO) 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Tourism /Attractions Management 2. Marketing and Promotions 3. Infrastructure development 4. Built environment

#	Tourism Development - Financing	Special Technical Competencies
4.	<ul style="list-style-type: none"> ▪ Tourism Enhancement Fund 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Fund Management 2. Financial Management

N. Ministry of Transport and Mining

#	Air Transport - Regulatory	Special Technical Competencies
1.	<ul style="list-style-type: none"> ▪ Airports Authority of Jamaica ▪ Jamaica Civil Aviation Authority 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Air Transportation 2. Aeronautical Engineering

#	Air Transport - Operational	Special Technical Competencies
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2.	<ul style="list-style-type: none"> ▪ Aeronautical Telecommunications Limited ▪ Norman Manley International Airport Limited 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Air Transportation 2. Air Navigation systems 3. Airport Operations and Management 4. Telecommunications systems and engineering 5. Government / Public policy
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#	Land Transport - Operational	Special Technical Competencies
3.	<ul style="list-style-type: none"> ▪ Jamaica Ultimate Tyre Company Ltd ▪ Jamaica Urban Transit Company ▪ Montego Bay Metro Limited ▪ Jamaica Railway Corporation 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Public Passenger Transport Systems 2. Procurement, 3. Public Transport Planning and Engineering 4. Engineering

#	Land Transport - Regulatory	Special Technical Competencies
4.	<ul style="list-style-type: none"> ▪ Transport Authority ▪ Ports Security Corps (PSC) ▪ Toll Authority of Jamaica 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Road Traffic Act and Regulations, Transport Authority Act and Regulations PPV/CMC operations 2. Commerce, Revenue Administration and Road Safety 3. Engineering (Specific to the Transport Authority) 4. Port Security Operations and Government/Public Policy and Regulations 5. Engineering, Contract Law And Administration 6. Awareness of quality assurance standards and monitoring 7. Engineering (Specific to the Toll Authority)

#	Maritime Transport - Regulatory	Special Technical Competencies
7.	<ul style="list-style-type: none"> ▪ Maritime Authority of Jamaica 	The Board is required to have knowledge of: <ol style="list-style-type: none"> 8. Maritime Transportation, Shipping, Nautical Systems, Water Sports and Yachting 9. Government / Public Policy and Regulations, Port Operations

#	Maritime Transport - Training	Special Technical Competencies
8.	Caribbean Maritime Institute	The Board is required to have knowledge of: <ol style="list-style-type: none"> 1. Maritime Transportation, Shipping, Nautical Systems, Water Sports and Yachting, Trade and Logistics Education and Human Capital Development 2. Government / Public Policy And Regulations, Port Operations 3. Trade Logistics, Finance, Economics, Engineering, Industrial Relations or Commerce and Marketing /Public Relations



#	Mining	Special Technical Competencies
2.	<ul style="list-style-type: none"> ▪ Jamaica Bauxite Institute ▪ Jamaica Bauxite Mining ▪ Clarendon Alumina Production (CAP) 	<p>The Board is required to have knowledge of:</p> <ol style="list-style-type: none"> 1. Registered Chemical, Civil, Mechanical, Electrical or Electronics/Mining Engineer 2. Environmental Protection, Land Use, Sustainable Development <p>Experience in:</p> <ol style="list-style-type: none"> 1. Mineral Operations, Geology, Marketing and Customer Relationship



Appendix: Definition of Requirements

Requirements for Indicators	Definition
Pre-requisites	This refers to competencies already possessed by an individual prior to being appointed to the Board. Competencies in this category are likely to be shaped by the person's experience, training or natural disposition. These can be validated by behaviours observed by others or reflected in the track record and past performance of the individual.
Acquirable	This refers to competencies that can be developed during the tenure of the Board. These are generally knowledge competencies such as 'Government Operations' or 'Procurement Procedures' to which the prospective appointee might have had little or no prior exposure or experience. It is described as 'acquirable' because it can be provided or delivered through research, orientation, instruction and training.
Optional	Within the set of competencies which have been selected as desirable for representation on Boards, are some which have been designated as 'optional'. This categorization recognizes that the requirements for Boards will differ based on the nature of the work of the Organization, its size, complexity, risk profile and impact on society. While these competencies are important, the 'optional' designation in the framework means that the decision to include a member or members with these competencies should be determined by the factors cited above.