

# IFME MEETING : OTTAWA

**Ottawa Marriott  
100 Kent Street, Ottawa Canada**

**Tuesday 19<sup>th</sup> April 2016**

## MINUTES

### 1. Welcome by President

Doug Drever, IFME President, welcomed members and guests.

Stadswerk confirmed that Sanne Hieltjes has been appointed as the Board representative for Stadswerk from the Netherlands. Sanne works with the City of Rotterdam.

Pat Comley attended courtesy of FAME. Pat is based in Toronto and assisted with facilitating the workshop at this meeting on competencies for public works.

Pratarp Singh is attending the meeting again as a representative of the South Pacific Engineers Association. Pratarp indicated that the SPEA or Fiji are formally joining IFME.

### 2. Attendance

Office Bearers

President	Doug Drever	APWA / CPWA
Vice President	John Thomson	ICE / AME
Past President	Ross Vincent	IPWEA NZ
Secretary-General	Chris Champion	IPWEA
Treasurer	Pieter Wiekeraad-Ferwerda	STADSWERK

Members

			Attend Indicated
AUSTRALIA	Chris Champion	IPWEA	Yes
BELGIUM	Guy Charlier	ARDIC	No
CANADA & USA	Doug Drever	APWA/CPWA	Yes
DENMARK	Soren Gais Kjeldsen	KTC	Yes
ESTONIA	Marrir Murre	EAME	No
	Ain Valdmann	EAME	No
FINLAND	Heikki Lonka	FAME	Yes
	Ville Alatyppo	FAME	Yes
ICELAND	Erlendur (Elli) Arni Hjamarsson	SATS	Yes
ISRAEL	Miriam Erez	IAME	No
ITALY	Renato Cecilia	INASA	Yes
	Luigi Cesare Speranza	ANTEL	No
NETHERLANDS	Pieter Wiekeraad-Ferwerda	STADSWERK	Yes
	Sanne Hieltjes	STADSWERK	Yes
NEW ZEALAND	Ross Vincent	IPWEA NZ	Yes
NORWAY	Torbjorn Vinje	NKF	No
	Ole Johan Krog	NKF	No

	Ann May Berg	NKF	No
SOUTH AFRICA	Duncan Daries	IMESA	Yes
SWEDEN	Inger Sundstrom Bo Backstrom	SK-TF SK-TF	Yes No
UNITED KINGDOM	John Thomson	ICE/AME	Yes

## Observers

FIJI	Pratarp Singh	SPEA	Yes
RUSSIA	Doct. Eng. Svetlana Zueva	University of L'Aquila	No
FRANCE	Maurice Barth	AITF	No
CANADA	Patricia Comley	Facilitator / Consultant	Yes

### 3 Previous Minutes (Rotorua Board Meeting)

- a Accuracy
- b Matters arising (where not included in Agenda)

The Minutes of the Board Meeting held in Nyborg on 3 December, 2015 were previously circulated and attached as Appendix Item 3.

#### Resolved:

That the Minutes be adopted as a true record of the meeting noting that the next meeting in Kiruna, Sweden will be 9-12 November 2016.

### 4 National Conferences & Events

The following is a list of coming events currently listed in the Events Calendar of the IFME website at [www.ifmeworld.org](http://www.ifmeworld.org). The events highlighted in *ITALICS* were added to the list.

2016	Conference	Location
Mar 28 - 31	Cities Engineers Association Conference	Eilat, IL
Apr 19 - 21	NKF Annual Conference & Exhibition	Fornebu, NO
May 10 - 13	Adaptation Futures 2016	NL
May 12 - 15	SATS Annual Meeting	IS
<i>May 19-21</i>	<i>AITF Annual Meeting (Peter Wiekeraad attending)</i>	<i>St Etienne, FR</i>
May 22 - 25	APWA North American Snow Conference	Hartford, CT, US
Jun 9 - 11	FAME Annual Conference	Maarianhamina, FI
Jun 9 - 11	Annual Municipal Engineering Conference	CZ
Jun 22 - 25	IPWEA NZ Annual Conference	Auckland, NZ
Jun 22 - 24	International Sustainable AM Conference	US
Aug 24 - 26	IPWEA Sustainability in Public Works Conference	Melbourne, AU
Aug 28 - 31	APWA PWX & Congress	Minneapolis, MN, US
Sep 19 - 20	SKT Annual Congress	Malmö, SE
Oct 26 - 28	80th IMESA Conference	East London, ZA
<i>Oct 27-28</i>	<i>KTC Annual Meeting</i>	<i>Soenderborg, DK</i>
<b>2017</b>		
<i>May 11-13</i>	<i>FAME Annual Meeting (&amp; IFME Board Meeting)</i>	<i>Jyvaskyla, FI</i>
Aug 20 - 23	IPWEA International Public Works Conference	Perth, AU

Sep 1 - 30	SKT Annual Congress	Goteborg, SE
<b>2018</b>		
Aug 26 - 29	IFME World Congress & APWA PWX	Minneapolis, MN, US

**Resolved:**

That Members note this information and pass any additions or corrections to the Secretary – General to allow updating in the online Events Calendar on the IFME website.

**5 Finance (Budget & Finances) - Report by Pieter Wiekeraad****Annual Finance Report 2015**

An overview was given of the expenditures and revenues for 2015 in Appendix 5. See Agenda for full report.

The Treasurer Pieter Wiekeraad provided a verbal report updating progress with bank signatories including adding Martin Leoffer, Executive Director of Stadswerk, as an additional signatory so that there was not just one signatory. Bank account is now under the administration of Stadswerk. No response has been received from Israel as to their membership standing with IFME.

**Resolved**

1. To write off the outstanding fee for Italy over 2014.
2. To agree with the oral report of the auditing committee over 2015
3. To appoint Soren Gais Kjeldsen as the new member of the audit committee replacing Torbjorn Vinje
4. To adopt the financial report over 2015 and discharge the Treasurer
5. That budgets for meetings and associated dinners be closely monitored and kept within budget provided.

**6 Finance (Subscription Model) - Report by Chris Champion, Pieter Wiekeraad****Background**

In the meeting in Rotorua in June 2015 questions were raised about the standard for setting fees for the different associations. In particular, mention was made of the need to review the standard of number of 'members' for an association and whether this is still appropriate.

The numbers of members can change as an organisation grows or declines, and the definition of 'member' in the different countries can also vary. At the last meeting in Nyborg (December 2015), the ExCo proposed consideration of the use of annual turnover (total revenue) of an association.

The Nyborg meeting resolved "that there be discussion on the new formula for fees for 2016 with a further report to be brought back to the Ottawa meeting in April 2016".

A number of Options were considered in this report based on a review of available information:

- Current Fees**
- Current fee structure & fees based broadly on association membership numbers

- Option 1**
  - Initial proposal considered in Nyborg
  - Proposes fee structure based on revenue bands
  - Fees higher for larger associations; lower for others
  - Significant increases for larger organisations could be a very negative impact on their continuing membership
  
- Option 2**
  - Retains current fees but based on levels of revenue
  - Seeks to maintain same fee level for most associations
  - Mainly affects Denmark, NZ & South Africa
  - Brings more consistency based on revenue
  
- Option 3**
  - Slight increase in fees for some; based revenue bands
  - Perhaps fairer based on levels of revenue
  - Effect on Denmark, NZ & South Africa is softened

It will not be possible to find an Option where there is no impact, so a “best fit” option is desirable taking into account the many variations.

Following extensive discussion, the Ottawa meeting considered that progressive introduction of Option 3 may be the best way forward with a slight increase in fees for larger associations.

#### Comments on Option 3

- Fees based on revenue bands are fairer and better reflect the capacity to pay
- There is an increase in fees for the larger associations
- Some medium sized associations will have a slight decrease in fees
- Option 3 lessens the immediate impact on Denmark and NZ
- The growth of IMESA is reflected in a slight increased fee
- The overall revenue for IFME is slightly increased.

It was considered that the transition to the new fee structure should be introduced in 2017, with full implementation of Option 3 deferred until 2018. This gives member countries the opportunity to make appropriate provisions in their budgets. Membership subscription invoices for 2016 would be issued based on the current fee structure.

#### Resolved

1. That IFME membership subscription invoices be issued for 2016 based on the existing fee levels and structure
2. That a new fee structure based on revenue bands be introduced in 2018
3. That the fee levels and revenue bands be set, in principle, as proposed in Option 3 with an increase for large associations in 2018 to 1,700 euro to further differentiate between the fee paid for medium associations
4. That the above adoption in principle is to allow further consideration at the next meeting in Sweden, prior to final adoption of fee structure and levels, to allow Norway and others to contribute to the discussion
5. That the new fees be introduced by transitioning over a two-year period (50% effect in 2017, 100% effect in 2018).

**Corrected Fee Structure**

*including increase from 1600 to 1700 euros for 2m+ euro revenue band; addition of Fiji*

IFME Fee Structure		Member Nos: Indiv / Orgns	Revenue Euro	Exist Fees Euro	Options			Revenue Bands
					1	2	3	
ICE	UK	86,000	3,434,000	1500	2000	1500	1700	3m+
APWA/CPWA	Canada/USA	29,000	3,000,000	1500	2000	1500	1700	
IPWEA	Australia	4,000	2,402,000	1500	1750	1500	1700	2m+
NKF	Norway	2,600	2,323,000	1500	1750	1500	1700	
KTC	Denmark	375	1,200,000	500	1750	1500	1300	1m+
AITF	France	4,450	800,000	1500	1200	1500	1300	500k+
IPWEA NZ	New Zealand	950	751,000	1000	1200	1500	1300	
Stadswerk	Netherlands	3,000 / 201	700,000	1500	1200	1500	1300	
SKT	Sweden	1,900	520,000	1500	1200	1500	1300	
FAME	Finland	800	310,000	1000	600	1000	1000	
ANTEL/INASA	Italy		90,000	1000	600	1000	1000	100k+
IMESA	Southn Africa	1,300		750	600	1000	1000	
EAME	Estonia	95 / 20	95,000	200	250	200	250	0k
SATS	Iceland	80	30,000	200	250	200	250	
SPEA	South Pacific			200	250	200	250	
IAME	Israel	300		500	250	200	250	
ARDIC	Belgium	200		200	250	200	250	
<b>IFME Revenue</b>				<b>15850</b>	16850	17300	17300	

**Table summarising revenue bands and fee levels**

*Including increase to 1,700 euros for 2m+ euro revenue band*

Revenue band	Option 1	Option 2	Option 3
> 3,000,000	2000	1500	1700
2,000,000-3,000,000	1750	1500	1700
1,000,000-2,000,000	1750	1500	1300
500,000-1,000,000	1200	1500	1300
100,000-500,000	600	1000	1000
< 100,000	250	200	250

**7 President's Report**

President Doug Drever provided a verbal update report including making special mention of the work of the sub-committees which are making good progress. The work of the sub-committees is important for the future of IFME and providing ongoing member benefits.

Some preliminary items for consideration as part of our future strategy could include:

- Developing or strengthening further alliances with other associations, e.g., Tunnelling

- Corporate Sponsorship opportunities
- Leadership orientation programs (GIHub based out of Sydney, Australia)
- Opportunities to work with World Bank, AIDB
- Relationship with WFEO, FEIAP, GIACC (anti-corruption centre)

**Resolved :**

1. That the report by President Doug Drever be received
2. That a Strategic Planning Workshop lead by Heikki Lonka be held as part of the next IFME Board Meeting in Kiruna, Sweden
3. That a Strategic Planning Sub-Committee be formed comprising membership of Doug Drever, Heikki Lonka, John Thomson, Pratarp Singh and Chris Champion
4. That a copy of the IPWEA Strategic Plan be distributed.

**8 IFME Business & Action Plan**

Each Sub-Committee has nominated 3 actions or Program Tasks to be incorporated into the IFME Business Plan. It incorporates the IFME Vision, Mission and Business Activities.

**Resolved**

- 1 That the one-page business plan outlining the vision, mission, values, business activities, programs and tasks of IFME be adopted and undertaken in 2016 with key tasks as follows:

**Membership**

- Prepare a standard information email and membership benefits brochure about IFME for sending to potential new members
- Promote IFME to countries that are non-members with the aim of gaining new members
- Provide short articles about member benefits for the biannual IFME newsletter
- Develop an application form for new membership incorporating key contacts/delegates nominated, website details, membership numbers & types, total revenue, etc.
- Develop an orientation package for new members

**Technical**

- Publish Best Practice on Winter Maintenance
- Publish 4 Technical Briefings per year
- Undertake survey on how different countries fund public infrastructure

**Leadership**

- Develop competencies framework for municipal & public works engineering
- Consider options for leadership profiling service
- Consider option of providing an IFME mentoring service

**Communications**

- Develop new website for IFME
- Distribute two IFME Newsletters per year
- Investigate use of social media to help objectives of IFME

**Asset Management**

- Present on Asset Management at conferences and in association with IFME Board meetings
- Facilitate take up of sustainable infrastructure asset management by municipalities globally
- Support research & development of an International Infrastructure Financial Management Manual by IPWEA

- 2 That progress with programs and work tasks be reported and reviewed at each IFME Board Meeting.

- 3 That where the opportunity arises that a representative of IFME attend a meeting of a new member to introduce IFME to their membership/board.

## 9 Reports of IFME Sub-Committees

### 9.1 Membership Committee - Report by Ross Vincent, IFME Past President

*A focus on development of new membership of IFME*

Ross Vincent provided a verbal update in addition to his written report. Mention was made of initial contact also being made with Germany, Austria and Poland. No further response from Ireland. Chris Champion has initiated contact with the Spanish Association as part of a proposed visit by the IPWEA Study Tour.

#### Resolved

1. That the Slovak Chamber of Civil Engineers (SKSI) be approved as an Observer Member of IFME for the meeting to be held in Sweden in November 2016.
2. That an application form for membership of IFME be prepared by the Membership Sub-Committee in collaboration with the Treasurer (also added into Business Plan)
3. That a policy be adopted that the length of time Observer Membership is available be two consecutive meetings of the Board but also subject to review on a case by case basis
4. That the application from the Chinese Municipal Engineering Association as the single national member representing the People's Republic of China (PRC) of IFME be approved.
5. That the South Pacific Engineers Association be approved as a national member of IFME

### 9.2 Technical Committee - Report by John Thomson, IFME Vice President

*A focus on Technical and Best Practices Reports within IFME*

I have included a further paper I produced for ICE to elaborate on current Industry Transformation, skills and the role for the Municipal Engineer in today's climate. This is submitted under the title of "**The case for the Municipal Engineer**". I consider this is a relevant publication for IFME as reference is made plus the issues are global.

The study tour in Ottawa, Canada is anticipating a number of papers on a range of technical subjects that the Board Members can use, including the light rail project.

There have now been 3 Technical Briefs and one Best Practice paper prepared to date:

Best Practice Paper No.1	Winter Maintenance
Technical Brief No.1	1 <sup>st</sup> Signs Approach to Road Maintenance
Technical Brief No.2	Development Growth of Koge, Denmark
Technical Brief No.3	Three Pillars of Sustainable management of Infrastructure

**Resolved:**

- 1 That further Technical Briefs be developed following this meeting in Ottawa (e.g., P3 Canada, Light Rail project)
- 2 That all Technical Briefs and Best Practice publications be uploaded to the IFME website Library including a Collaboration Paper being finalised by John Thomson.
- 3 That the Best Practice paper on Winter Maintenance be published.

**9.3 Leadership Committee - Report by Heikki Lonka, Finland**

*To facilitate new ideas and concepts that will work towards the long term vision for IFME*

**Competency Standards for Municipal & Public Works Engineering**

Heikki Lonka with support from Ville Alatyppo presented a proposal for competency standards for municipal and public works engineering. The goals are as follows:

- To create a system for certification of professionals in different fields of municipal engineering so that certification can start
- In the first phase only one field of work, the maintenance of streets and parks is certified. In the later phases more fields will be included

FAME (at their own cost) engaged Dr Patrica Comley (from Toronto) to make a presentation and assist in facilitation of a workshop with the IFME Board on the development of municipal and public works engineering competencies.

**Resolved:**

1. That Competency Standards be presented and discussed in a workshop with the Board led by Heikki Lonka and Pat Comley as part of the IFME Board Meeting.
2. That further work be developed by FAME led by Heikki Lonka and reported back to the IFME Board
3. The raw outcomes of the workshop on competencies have been distributed and are included at the end of these Minutes for information.

**9.4 Communications & Website - Report by Chris Champion, Secretary General**

*To inform friends of IFME and the wider public works community of IFME and its activities*

The new IFME website is now live. All the content of the old website has been transferred over to the new website and the old site has been disconnected. The new website can be viewed at [www.ifmeworld.org](http://www.ifmeworld.org). The new website is responsive, so that it now works on desktops, laptops, iPads/tablets and iPhones, etc.

The logo has been amended to use stronger text for the accompanying full wording, but the actual graphic part of the logo has been retained. There was discussion that the IFME logo be reviewed and updated

The next step is to working on having logins and personal profiles that everyone can update.

It is also proposed that the new website will also later provide a discussion area and library for the IFME Board, and an archive area for past agenda's and other documents, as well.



**Resolved:**

1. That the Secretary-General demonstrate the new IFME website and how to update your profile
2. That a regular newsletter for IFME be developed following each meeting of the Board.
3. The use of social media be further explored as a follow on project.
4. That a second Administrator being Sonna Hieltjes be appointed
5. That all member countries seek to have links added to their websites to the IFME website
6. That the Secretary-General undertake a review of the current IFME logo to be fresher, clearer and incorporate global and engineering/public works elements.
7. That Sonna Hieltjes report or make a presentation to the next meeting on the use of Twitter

**9.5 gNAMS (Report by Chris Champion)**

*To promote sustainable management of community infrastructure*

A report was submitted for information

**For information**

**10 Future Board Meetings**

**10.1 April 2016: Ottawa, Canada**

The APWA/CPWA hosted the 1<sup>st</sup> 2016 meeting of the IFME Board in Ottawa Canada from April 17-21. These dates were chosen to allow the IFME Board to jointly meet with the Canadian Public Works Association (CPWA) Board meeting and held on Monday morning April 18.

The program was as follows:

Sunday, April 17	<ul style="list-style-type: none"> <li>• IFME delegates arrived; group dinner but all pay own way</li> </ul>
Monday, April 18	<ul style="list-style-type: none"> <li>• Met with CPWA Board in the morning; joint lunch with CPWA/IFME Boards</li> <li>• Visit to P3 Canada after lunch</li> <li>• Joint dinner with CPWA Board in evening</li> <li>• Lunch/dinner hosted by CPWA/APWA</li> </ul>
Tuesday, April 19	<ul style="list-style-type: none"> <li>• IFME Board meeting</li> <li>• Tour for spouses during day</li> <li>• IFME hosted Board dinner in the evening</li> </ul>
Wednesday, April 20	<ul style="list-style-type: none"> <li>• IFME Off-site visit to City of Ottawa to hear presentation on Light Rail currently being constructed and due for completion in 2018</li> <li>• Light rail tour in the afternoon for IFME delegates</li> <li>• IFME group dinner sponsored by Stantec</li> </ul>
Thursday, April 21	IFME delegates departed

## **For information**

### **10.2 November 2016: Kiruna, Sweden (Report by Inger Sundström)**

The IFME Board meeting in Sweden is planned to be held in Kiruna, way up north in Sweden, 9-12th November 2016. The Scandic Ferrum Hotel has been preliminary booked.

Inger provided an update report and requested that the IFME Board meeting be split into two half days to allow for the technical tours arrangements.

#### **Resolved**

That the draft program presented by Sweden be approved with further final details to be provided to allow early flight bookings

### **10.3 May 2017: Finland (Report by Ville Alatyppo)**

Ville Alatyppo has indicated that FAME would host a meeting of the IFME Board in Finland from 11-13 May 2017 to coincide with their Annual Meeting. The meeting would be held in Jyvaskyla, Finland. There would be one stream at the FAME Conference in English with presentations sought from IFME delegates. Further details to come as we get closer to the event.

### **10.4 August 2017: Perth, Australia (Report by Chris Champion)**

Interest was confirmed in holding the IFME Board Meeting in Perth, Australia during the next IPWEA International Public Works Conference to be held 20-23<sup>rd</sup> August 2017. Finland indicated that there would be a study tour from Finland to the IPWEA Conference. Potentially also from China and New Zealand.

#### **Resolved**

That the IFME Board confirm that it proposes to meet in Perth in August 2017.

### **10.5 2018: Meeting to be held in Fiji**

Pratarp Singh indicated that SPEA and/or the Fijian Association are keen to host an IFME meeting in Fiji possibly in late April 2018. The IFME World Congress takes place in Kansas City in August 2018.

#### **Resolved**

That Pratarp Singh report back to the next meeting on a proposed IFME meeting and associated conference being held in Fiji in 2018.

## **11 Mentoring Program by IFME – Report by Chris Champion**

IPWEA successfully delivered an online mentoring program over the last year. It was initially proposed to have 20 mentors / mentees but the string response resulted in 30 matched pairs.

The purpose of this report was to gauge interest from IFME and member countries for IFME to offer a coordinated international mentoring program to member countries.

Further information on the IPWEA Mentoring Program can be found here:

<https://horizons.chronus.com/p/IPWEA-mentoring/about>

**Resolved:**

That further investigation be undertaken and reported back to the next meeting on the potential for IFME to offer an international mentoring program in association with interested member countries.

**12 Other Business**

**12.1 Case Studies on Expansion of Towns & Cities**

John Thomson seeks feedback and case studies on the expansion of towns and cities. John will provide further information for distribution.

**Resolved**

That John Thomson distribute further information

**12.2 Evaluation of Board Meeting**

The Secretary General proposed that he send around a survey evaluation of the Ottawa Board meeting. This can be a way to improve governance and the effectiveness and efficiency of Board meetings and deliberations.

**Resolved**

That an evaluation survey be distributed

**13 Close of Meeting**

**Chris Champion**  
**Secretary-General IFME**

Ottawa 19<sup>th</sup> of April 2016

## **Municipal Engineering Competencies Workshop Results**

### ***Activity #1 Competencies in General***

#### ***Technical knowledge***

- Technical x2
- Road design expert
- Technical synthesis
- Sewer design expert
- Technical expertise
- Local materials of construction knowledge
- Energy expertise
- Asset Management
- Building regulations expert
- Water resource expert
- Winter maintenance
- Repair machine
- Writing specifications
- Can read plans
- Risk management
- Knowledge

#### **Financial expertise**

- Financial control
- Accounting for non-accountants
- Financial management
- Economy
- Financial control
- Understand economy

#### **Project management**

- Contract management
- Procurement
- Time management x2

#### **Health & safety**

#### **Environmental aspects**

- Climate issue expertise
- Sustainability

## **Legislation**

- Legal environment
- Ethics
- Common sense
- High code of conduct

## **Political understanding**

- Politics
- Understanding of society structure
- Political understanding
- Political sensitivity

## **Leadership**

- Leadership
- Strategy
- Strategic
- Tactics
- Analytical
- Analyse
- Planning x2
- Capacity selector
- Layout

## **Communication**

- Public speaking x2
- Communication skills x2
- Effective swear words!
- Communicator
- Report writing
- Verbal communication
- Listening
- Listen
- Communicate
- Understanding
- Assertive
- Persuasive
- Communication
- Presentation skills
- Accuracy

## **Cooperative**

- Community consultation
- Multi-discipline knowledge & understanding

- Cooperative
- Open attitude
- Collaborative capability
- Can handle feedback
- Participator participative
- Connector

## **Networking**

- Relationship building

## **People management**

- Compassion
- Handling people
- Employees
- Personal management
- Managing people
- Give feedback
- Mentoring
- Trainer
- Follow guidance
- Common sense
- Understanding behavior in situations
- Evaluator skills

## **Creative**

- Think outside the box
- Ability to look outside the box
- Innovative
- Knowledge of the “whole”
- Vision
- Broad interests

## ***Activity #2 Göran, Esa and Pekka***

### **Göran**

#### **(i) Good**

- Technical competence
- Demonstrated innovation & initiative

#### **(ii) Poor**

- Personal relationships w/s stakeholders
- Doesn't adapt communication style

**(iii) Missing from job description**

- Sensitivity to political environment
- Flexible adjust to situation

**(iv) Top 10 competencies**

1. Communication skills
2. Manage people
3. Political understanding/sensitivity
4. Technical competence
5. Cooperative skills

**Esa**

**(v) Good**

- knowledge
- technical competence

**(vi) Poor**

- Project management
- Self motivation
- Communication skills

**(vii) Missing from job description**

- Time management
- Understanding of Big Pic of ME
- Role in the organization
- Self-leadership

**Pekka**

**(viii) Good**

- Good with relationships (public)
- Meets skill level of job
- Safety record good
- High level service -> public

**(ix) Poor**

- Outdated technical knowledge
- Does not keep up to date to meet demonstrated knowledge of snowplowwork

**(x) Missing from job description**

1. Ethics
  - Bribery or tips from public
  - Speaking poorly about employers
2. Does not follow corporate level of services

3. Need something in job description what he can & cannot discuss with public
4. Needs something about following procedures for meeting company policy

***Discussion: most important competencies***

1. Ensuring code of conduct observed (9 votes)
2. Communication skills (8 votes)
3. Understanding the big picture (8 votes)
4. Technical knowledge (7 votes)
5. Leadership (6 votes)
6. Political sensitivity (5 votes)
7. People skills (4 votes)
8. Proven team work (3 votes)
9. Time management (3 votes)
10. Project management skills (2 votes)
11. Health & safety (2 votes)
12. Creative (2 votes)
13. Consultancy skills (2 votes)
14. Cooperative (2 votes)
15. Innovative (1 vote)
16. Cooperative with fellow employees (1 vote)
17. Participatory with clients (1 vote)
18. Keeping operating skills up to date (1 vote)
19. Self motivation (1 vote)
20. Following legal compliance with regard to bribery