DETERMINATION OF COMPETENCE CRITERIA FOR PERSONNEL INVOLVED IN THE MANAGEMENT AND PERFORMANCE OF SADCAS ACCREDITATION ACTIVITIES
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURPOSE AND SCOPE</td>
<td>3</td>
</tr>
<tr>
<td>GENERAL</td>
<td>3</td>
</tr>
<tr>
<td>DEFINITIONS</td>
<td>3</td>
</tr>
<tr>
<td>ENTRY LEVEL REQUIREMENTS</td>
<td>4</td>
</tr>
<tr>
<td>COMPETENCE CRITERIA FOR SADCAS ASSESSORS</td>
<td>5</td>
</tr>
<tr>
<td>COMPETENCE CRITERIA FOR TECHNICAL EXPERTS</td>
<td>6</td>
</tr>
<tr>
<td>ASSESSMENT TEAM</td>
<td>6</td>
</tr>
<tr>
<td>COMPETENCY CRITERIA FOR SCHEME COORDINATORS</td>
<td>6</td>
</tr>
<tr>
<td>COMPETENCE CRITERIA FOR ACCREDITATION APPROVALS COMMITTEE MEMBERS</td>
<td>7</td>
</tr>
<tr>
<td>COMPETENCE CRITERIA FOR ACCREDITATION ADMINISTRATORS</td>
<td>8</td>
</tr>
<tr>
<td>COMPETENCE CRITERIA FOR ADVISROY COMMITTEE MEMBERS</td>
<td>8</td>
</tr>
<tr>
<td>RECORDS OF PRE-REQUISITES, COMPETENCE EVALUATION AND MONITORING</td>
<td>8</td>
</tr>
<tr>
<td>REFERENCES</td>
<td>9</td>
</tr>
<tr>
<td>APPENDIX – AMENDMENT RECORD</td>
<td>10</td>
</tr>
</tbody>
</table>
1. PURPOSE AND SCOPE

This document outlines the competence criteria for personnel involved in the management and performance of SADCAS assessments and other accreditation activities. Determination of competence criteria for personnel involved in the accreditation process is essential to the demonstration of required knowledge and skills for performing the accreditation activities. This procedure covers competence requirements for all personnel involved in accreditation activities from application review to accreditation decisions.

2. GENERAL

2.1 SADCAS has documented policy and procedure for personnel recruitment and selection to ensure that only personnel who have prerequisite qualifications, experience and competencies are employed. (SADCAS APP 05)

2.2 SADCAS has documented qualifications for each position. The qualifications reflect the appropriate education, training, experience and demonstrated skills needed, appropriate to the tasks performed. (Job descriptions)

2.3 SADCAS has documented a procedure for the nomination and selection of potential assessors. (SADCAS AP 01)

2.4 SADCAS shall train all personnel involved in accreditation activities in order to impart the necessary knowledge and skills required to perform their duties effectively (SADCAS AP 09). Performance and competence of personnel shall be monitored to ensure confidence in the accreditation process. (SADCAS APP 08)

2.5 The SADCAS F 120 defines competencies for personnel involved in the management and performance of SADCAS accreditation activities.

3. DEFINITIONS

3.1 Competence: Ability to apply knowledge and skills to achieve intended results.

3.2 Competency Matrix: Chart that defines competencies for personnel involved in assessments and decisions making and sets the behaviors or performance characteristics requiring the application of knowledge, skills, and understanding in accordance with the assessment scheme and defined performance requirements.
4. ENTRY LEVEL REQUIREMENTS

The following have been determined as the minimum pre-requisite education, experience, and competencies to be demonstrated by personnel involved in the management and performance of assessments and making accreditation decisions:

4.1 Pre-requisite Education

Potential Team Leaders, Technical Assessors, Technical Experts, Scheme Coordinators and Accreditation Approvals Committee members shall hold a Diploma or Degree in a technical discipline. The educational requirement shall remain a strong basis for classification of technical knowledge.

4.2 Pre-requisite Training and Experience

Potential candidates should demonstrate familiarity with appropriate standards such as ISO/IEC 17025, ISO/IEC 17020, ISO 15189, ISO/IEC 17021-1, ISO/IEC 17024, ISO/IEC 17065, ISO 9001, and ISO 14001, etc. Candidates should have at least five years of experience in technical field and current experience in implementing quality management systems related to conformity assessment activities including Certification Bodies, Inspection Bodies, Product Certification Bodies, Personnel Certification Bodies, Testing & Calibration Laboratories and Medical Laboratories as appropriate.

4.3 Personnel Attributes

The following skills are required:

- Sense of fairness;
- Ability to communicate with personnel of different job levels and types;
- Personal integrity, confidence, leadership, open minded, ethical, diplomatic, observant, perceptive, acting with fortitude, decisive and culturally sensitive;
- Ability to focus on tasks;
- Sense of order, planning ability;
- Technical curiosity, skepticism, detail oriented; and
- Tenacity.

The skills described above shall be evaluated as part of entry-level requirements, as well as through training.
5. COMPETENCE CRITERIA FOR SADCAS ASSESSOR

5.1 The following have been determined as the knowledge and skills that SADCAS Assessors should possess so as to effectively conduct assessments and to demonstrate confidence in the accreditation process:

- Knowledge and understanding of the applicable accreditation standard;
- Strong comprehensive working knowledge of processes or techniques to be assessed;
- Knowledge of related IAF/ILAC Guidance, Informative and Mandatory documents;
- Knowledge in the technical cluster as defined in IAF MD 17 as relevant;
- Knowledge and understanding of SADCAS accreditation requirements, rules, process, quality assurance and quality management principles;
- Knowledge of accreditation process, accreditation scheme requirements, relevant guidance and applicable documents;
- Knowledge of processes and general regulatory requirements typical of conformity assessment activities;
- Knowledge of risk based assessment principles;
- Ability to comprehend the organizational size, structure, functions, relationships of the conformity assessment body, its general business processes and related terminology, and the cultural and social customs of its personnel;
- Knowledge and skill to apply assessment principles, practices & techniques. These include all the steps in the assessment process including planning, preparing, performing, reporting, following up on issues, verifying closure of nonconformities from previous assessments and closing the assessments;
- Familiarity with investigative techniques and procedures for assessing laboratory performance including assessment checklists, interviewing, managing time, listening, note taking, assessment sampling, communicating orally and in writing, collecting assessment evidence, analyzing assessment observations and drawing appropriate conclusions;
- Assessors should be open minded, professional, ethical, diplomatic, observant, versatile tenacious, decisive and self-reliant; and
- Language proficiency.

5.2 Team Leaders

Team Leaders should have additional knowledge, skills and abilities to facilitate the efficient and effective conduct of the assessment including:

- Preparing the assessment plan;
- General management system principles and tools;
- Making effective use of resources during the assessment;
- Leading the assessment team;
- Providing direction and guidance to Technical Assessors/Technical Experts under training;
- Preventing and resolving conflicts, making decisions related to the assessment;
- Ensuring that the assessment team reach conclusions;
- Opening and closing meeting skills;
- Ability to report accurately and concisely both verbally and in writing; and
6. **COMPETENCE CRITERIA FOR TECHNICAL EXPERTS**

The following have been determined as the competence criteria for Technical Experts:

- Strong comprehensive working knowledge of processes or techniques to be assessed;
- Technical knowledge of requirements related to the conformity assessment activities;
- Open minded and analytical skills to enable the individual to view a process or system holistically in an objective manner in order to arrive at a firm decision;
- Knowledge of the general regulatory requirements related to the conformity assessment activities; and
- Language proficiency, note-taking and interviewing skills.

7. **ASSESSMENT TEAM**

The assessment team undertakes accreditation assessments on behalf of SADCAS. The activities undertaken by the assessment team includes but not limited to;

- Review of documented information from the CAB for conformity to the relevant Standards and the applicable accreditation requirements of the applicable assessment criteria;
- Conducting assessments and reporting on findings raised during the assessments;
- Compiling assessment reports;
- Making recommendations on accreditation based on the assessment and the reported findings; and
- Evaluating corrective actions.

8. **COMPETENCY CRITERIA FOR SCHEME COORDINATORS**

8.1 A Scheme Coordinator is a fulltime SADCAS employee responsible for the overall coordination and management of the assigned accreditation scheme(s). Scheme Coordinators ensure that assessments are conducted as per the assessment plans and in accordance with the relevant standards and SADCAS requirements.

8.2 A Scheme Coordinator is responsible and accountable for the implementation of all the accreditation activities for their assigned accreditation scheme(s). Upon appropriate qualification and registration, a Scheme Coordinator undertake some activities of the accreditation process that include:

- Reviewing accreditation applications (Completeness Check)
- Selecting assessment team members
- Undertaking a review of the quality manual
- Conducting assessments
- Reviewing assessment reports
Participating in the accreditation decision process

8.3 A Scheme Coordinator shall demonstrate the following skills and knowledge:

- Understanding of SADCAS requirements and systems based on ISO/IEC 17011;
- General management system principles and tools
- Knowledge of SADCAS rules and processes;
- Knowledge of accreditation process, accreditation scheme requirements, relevant guidance and applicable documents;
- Knowledge of the scheme requirements, procedures and methods used by the conformity assessment body;
- Knowledge of assessment principles, practices and techniques;
- Knowledge of risk-based assessment principles;
- Knowledge of general regulatory requirements related to the conformity assessment activities; and
- Note-taking and report writing skills

9. COMPETENCY CRITERIA FOR ACCREDITATION APPROVALS COMMITTEE MEMBERS

The Accreditation Approvals Committee (AAC) members are responsible to review assessment reports and make decisions on granting, maintaining, extending, reducing, suspending or withdrawing accreditation.

The following have been determined as the knowledge and skills that AAC members should collectively possess to effectively make accreditation decisions:

- Knowledge of SADCAS rules, processes and systems based on ISO/IEC 17011;
- Knowledge of assessment principles and techniques;
- Knowledge of general management system;
- Knowledge of accreditation process, accreditation scheme requirements, relevant guidance and applicable documents;
- Knowledge of conformity assessment scheme requirements, procedures and methods used by the conformity assessment body;
- Ability to integrate strategic thinking and risk management in the formulation of accreditation decisions;
- Knowledge of general regulatory requirements related to the conformity assessment activities;
- Objectivity and rigour;
- Good communication skills, rationality, transparency, comprehensiveness and authenticity;
- Integrity- ethical; diligence; organized; professional; values diversity;
- Ability to apply expertise and experience to contribute to decision making; and
- Strategic focus and ability to take a broad perspective to see the big picture and consider long-term impact of decisions made.
10. COMPETENCY CRITERIA FOR ACCREDITATION ADMINISTRATOR

The Accreditation Administrator is responsible for overseeing all administrative activities of the assessment process.

An Accreditation Administrator shall demonstrate the following knowledge and skills:

- General knowledge of the accreditation process, accreditation requirements and the relevant regulatory requirements for the accreditation scheme;
- Accreditation body’s rules and processes;
- Accreditation scheme requirements, relevant guidance and applicable documents;
- Conformity assessment scheme requirements, other procedures and methods used by the Conformity assessment bodies;
- Appropriate communication skills; and
- Note-taking and report-writing skills;

11. COMPETENCE CRITERIA FOR ADVISORY COMMITTEE MEMBERS

The Advisory Committee is not part of the routine accreditation process but serves as a fundamental and vital component of operating a technically relevant accreditation system. SADCAS uses Advisory Committees to provide appropriate technical guidance on all matters within specific fields of expertise.

Members of the Advisory Committee shall possess the relevant technical expertise in the specific field of activity.

12. RECORDS OF PRE-REQUISITES, COMPETENCE EVALUATION AND MONITORING

SADCAS shall maintain current and accurate records associated with the evaluation and maintenance of competencies.

Before undertaking any accreditation activities, personnel shall be evaluated to demonstrate that they possess the appropriate knowledge and skills based on the established competence criteria.

The evaluation shall be conducted using a combination of two or more of these methods: examinations (oral or written), review of records (employment, training, etc.), feedback (surveys, personal references, complaints, peer review), interviews and observations (practical tests, witnessing of activity, etc.).

The evaluation shall be recorded in the Knowledge and Skills matrix (SADCAS F 120).

SADCAS has developed procedures for periodically monitoring the performance of all categories of personnel involved in the performing and managing accreditation activities. (SADCAS APP 08)
The Quality Manager is responsible for maintaining updated records of competence for all personnel involved in the management and performance of accreditation activities.

13. REFERENCES

- IAF MD 17: Witnessing Activities for the Accreditation of Management Systems Certification Bodies.
- ISO 19011: Guidelines for auditing management systems.
- ISO 14001:2015: Environmental management systems – Requirements with guidance for use
- SADCAS AP 01: Nomination, selection, and training of SADCAS assessors; selection of SADCAS assessment members; and monitoring of SADCAS Assessors’ performance.
- SADCAS AP 09: Training of SADCAS Personnel.
- SADCAS APP 05: Recruitment and selection policy and procedures.
- SADCAS APP 08: Balance Scorecard Manual
- SADCAS F 120: Knowledge and Skills Matrix.
## APPENDIX - AMENDMENT RECORD

<table>
<thead>
<tr>
<th>Revision status</th>
<th>Change</th>
<th>Approved by</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue 1</td>
<td>- -</td>
<td>-</td>
<td>CEO 2018-11-15</td>
</tr>
<tr>
<td>Issue 1</td>
<td>7 8.3</td>
<td>-</td>
<td>CEO 2019-03-04</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Added the following to Competency requirements for Scheme Coordinator:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- General management system principles and tools</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Knowledge of assessment principles, practices and techniques;</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Note-taking and report writing skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 5.1</td>
<td>Added bullet point 4 which reads “Knowledge in the technical cluster as defined in IAF MD 17 as relevant;”</td>
<td></td>
</tr>
</tbody>
</table>