



# Position Classification Framework





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## CARE International in Vietnam

C O R E V A L U E S	
Commitment	Demonstrates commitment to CARE International in Vietnam’s mission, its longer-term future and to the wider CARE International system; Presents a positive image of CARE at internal and external discussions; Stands by decisions that are in CARE’s interest, even if they are unpopular; Promotes CARE’s cause and encourages others to do so; Is highly committed to achieving organizational goals in own area of work.
Integrity	Maintains high ethical standards, not compromising them to advance personal agenda; Acts without consideration of personal gain; Takes clear ethical stands even if they are unpopular; Immediately addresses any situation in which a peer, staff member, supervisor etc., is acting in an untrustworthy or dishonest manner; Does not abuse power or authority; Displays a fair, sincere and honest attitude to all people; Openly admits mistakes and takes action to address them.
Diversity and Inclusion	Treats all people with dignity and respect; Shows and promotes respect and sensitivity towards gender, cultural and religious differences; Welcomes, respects and works effectively with people from different backgrounds; Examines own biases and behaviors to avoid stereotypical responses particularly toward women; Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making; Does not discriminate against any individual group.

### Overview of Categories

<b>Cat 7</b>	<b>Cleaner</b>
<b>Cat 6</b>	<b>Assistant, Driver</b>
<b>Cat 5</b>	<b>Officer</b> (Program, Admin, Finance, HR, Communication, Logistic), <b>Administrator (IT)</b>
<b>Cat 4</b>	<b>Manager</b> (Portfolio, Office, Finance, HR) and <b>Specialist</b> (Technical)
<b>Cat 3</b>	<b>Team Leader</b> (REMW/SMP Program, Finance, Admin, HR) and <b>Advisor</b> (Technical)
<b>Cat 2</b>	<b>Director</b> (Program, Finance, Admin, HR)
<b>Cat 1</b>	<b>Country Representative</b> (National Country Director) – not applicable at this time

<b>Category 7</b>		
<b>A. Occupational Equivalents</b>		
Cleaner		
<b>B. Qualification Level</b>		
Graduate Primary School		
<b>C. Competency Level</b>		
<b>Core skills and competencies</b>	<b>Knowledge</b>	<b>Judgment, Problem-solving</b>
<ul style="list-style-type: none"> <li>• Manual duties</li> <li>• Makes straightforward decisions to progress own work</li> <li>• Keeps to schedules and delivers on time</li> <li>• Ability to meet productivity levels</li> <li>• Ability and willingness to practice <i>green actions</i></li> </ul>	<ul style="list-style-type: none"> <li>• General understanding of environmental practices and climate change</li> <li>• Basis understanding of the term and concept of Gender Equality</li> </ul>	<ul style="list-style-type: none"> <li>• Tries to get work right every time</li> <li>• Sticks to recommended working practices and procedures in own work</li> <li>• Solves problems with reference to established techniques and practices</li> <li>• Provides straightforward information to others</li> </ul>
<b>D. Level of Supervision</b>		
<ul style="list-style-type: none"> <li>• Close supervision required</li> <li>• In the case of more experience, position holder is expected to work alone with routine supervision.</li> </ul>		

<b>Category</b>	<b>6</b>	
<b>A. Occupational Equivalents</b>		
Assistant (Program, HR, Admin, Finance, IT, Logistics, Communication) Driver		
<b>B. Qualification Level</b>		
<ul style="list-style-type: none"> <li>• Completion of a diploma level qualification which relevant work related experience; or</li> <li>• Completion of a Certificate for relevant work areas, or an equivalent combination of relevant experience and/or education/training; or</li> <li>• Graduate High School with relevant work experience</li> </ul>		
<b>C. Competency Level</b>		
<b>Core skills and competencies</b>	<b>Knowledge</b>	<b>Judgment, Problem-solving</b>
<ul style="list-style-type: none"> <li>• Follows spoken and written instructions</li> <li>• Keeps to schedules and delivers work on time with attention to details.</li> <li>• Plans own work activities and keeps track of own progress against task deadlines</li> <li>• Displays customer oriented service behavior</li> <li>• Has basic oral communication and writing skills in both Vietnamese and English language</li> <li>• Ability to perform more complex tasks such as travel arrangements and event coordination.</li> <li>• Proficiency in using desktop based programs, including word processing packages and power point.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the functions carried out and the location and availability of particular personnel and services;</li> <li>• Basic understanding of project cycle management (Program/Project Assistant)</li> <li>• Able to articulate and explain the role and work of CARE in general terms.</li> <li>• Able to articulate and explain Gender Equality</li> </ul>	<ul style="list-style-type: none"> <li>• Knows what resources are needed to accomplish own task</li> <li>• Identifies and collects the information needed to solve problems.</li> <li>• Accepts changes in circumstances or new ideas when presented with them, and quickly adapts work approach.</li> <li>• Provides factual advice which requires proficiency in the work area's policies and procedures</li> <li>• Demonstrates an awareness of how own interpersonal style impacts on different people and different situations.</li> <li>• Shows an optimistic approach to work.</li> </ul>
<b>D. Level of Supervision</b>		
<ul style="list-style-type: none"> <li>• Routine supervision to general direction</li> <li>• Coordinate others to achieve objectives, including liaison with staff at higher level</li> <li>• May supervise or undertake stand-alone work</li> </ul>		

<b>Category</b>	<b>5</b>	
<b>A. Occupational Equivalents</b>		
Officer (Program, Admin, Finance, HR, Communication, Logistic) Administrator (IT)		
<b>B. Qualification Level</b>		
<ul style="list-style-type: none"> <li>• Degree with subsequent relevant experience; or graduate of Professional Certificate with 3 years relevant work experience;</li> <li>• At least 1-3 years of working experience and broad knowledge in relevant areas;</li> <li>• An equivalent combination of relevant experience and/or education/training</li> </ul> <p>In addition for specific areas of expertise such as communication and IT:</p> <ul style="list-style-type: none"> <li>• Current knowledge of technical developments</li> <li>• Ability to use relevant software for communication and ICT</li> </ul>		
<b>C. Competency Level</b>		
<b>Core skills and competencies</b>	<b>Knowledge</b>	<b>Judgment, Problem-solving</b>
<ul style="list-style-type: none"> <li>• Systematically plans own work and contributes to specific team planning.</li> <li>• Uses existing timelines to monitor own and others' progress against deadlines and milestones, maintaining an ongoing awareness of issues helping or hindering progress.</li> <li>• Develops points and arguments from initial simplicity to final comprehensiveness; ability to present information</li> <li>• Excellence at planning &amp; organizing</li> <li>• Good oral communication and writing in both Vietnamese and English language.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant knowledge and depth or breadth of expertise in the respective functional area</li> <li>• Project cycle management (Program Officer)</li> <li>• Monitors and evaluates projects and analyzes data (Program Officer)</li> <li>• Able to articulate and explain the role and work of CARE in Vietnam, and proposes opportunities for advancing CARE's mission</li> <li>• Able to articulate Gender Equality, and to explain and apply the CARE Women Empowerment Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Discretion to innovate within own function and take responsibility for outcomes</li> <li>• Undertake planning involving resource use</li> <li>• Uses many different approaches to interact successfully with others, adapting own interpersonal style to fit in with the situation, and the characteristics of groups and individuals.</li> <li>• Welcomes new ideas in own area and demonstrates personal commitment to wider change initiatives.</li> </ul>
<b>D. Level of Supervision</b>		
<ul style="list-style-type: none"> <li>• Limited supervision to general direction depending on tasks involved and experience;</li> <li>• May have supervisory and line management responsibility for assistants. In this case, the position will indicate line management responsibilities through the title <i>Senior Officer</i> if required.</li> </ul>		

<b>Category</b>	<b>4</b>	
<b>A. Occupational Equivalents</b>		
<p>Manager (Program Portfolio, Office, Finance, Admin, HR and Communication); Coordinator  Program Specialist (Gender, Advocacy, DRR/CC, M&amp;E, OD)  Coordinator</p>		
<b>B. Qualification Level</b>		
<ul style="list-style-type: none"> <li>• University degree with at least 3-5 years subsequent relevant experience; or</li> <li>• 5 years experience and expertise in technical or administrative fields; or</li> <li>• an equivalent combination of relevant experience and/or education/training</li> </ul>		
<b>C. Competency Level</b>		
<b>Core skills and competencies</b>	<b>Knowledge</b>	<b>Judgment, Problem-solving</b>
<ul style="list-style-type: none"> <li>• Manages teams effectively and creates a sense of team spirit by encouraging cooperation and communication (Manager)</li> <li>• Co-ordinates team activities, ensuring that roles within the team are clear and that individuals know what is expected of them (Manager)</li> <li>• Presents effectively to others during formal public speaking making effective use of materials and visual aids;</li> <li>• Structures communication well, speaks with authority and conviction on a range of subjects, and has ability to handle negotiations.</li> <li>• Establishes good relationships with external partners and staff.</li> <li>• Seeks to understand and anticipate the requirements and needs of partners; Proactively engages with partners to seek their feedback</li> <li>• Fluent oral communication and report writing skills in both Vietnamese and English language.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies expertise in project cycle management, planning and operation (Manager, Program Portfolio)</li> <li>• Applies technical skills and expertise in the full range of the technical area to support the successful development and implementation of project initiatives; can answer technical questions from others (Specialist);</li> <li>• Has excellent training skills in the technical area; shares knowledge and expertise openly and freely, providing appropriate guidance, coaching and advice on technical issues related to the specific project portfolio (Specialist)</li> <li>• Detailed knowledge of CVN policies and procedures and the interrelationships between a range of policies and activities</li> <li>• Ability to present the role and work of CARE in Vietnam to a wider audience, and pro-actively proposes opportunities for advancing CARE's mission</li> <li>• Ability to integrate gender equality into functional areas and project initiatives; identifies WE approaches for program development and</li> </ul>	<ul style="list-style-type: none"> <li>• Holds self and other team members accountable for achieving team goals and results</li> <li>• Considers ways of improving performance and outcomes to exceed expectations; promotes ideas and recommendations on behalf of self, other individuals and/or team</li> <li>• Identifies urgent decisions which may involve difficult choices and risks, and acts upon them promptly.</li> <li>• Quickly absorbs new information and learns new techniques that extend role capability</li> <li>• A degree of autonomy; independently relates existing policy and techniques to work assignments;</li> <li>• Defines standards for appropriate behavior and addresses inappropriate behavior from others</li> <li>• Tactfully resolves conflict between others and takes actions to reduce any anger or frustrations they might feel</li> </ul>

	implementation	
<b>D. Level of Supervision</b>		
<ul style="list-style-type: none"><li>• Provided with broad direction.</li><li>• Manage other staff including administrative, technical and/or program staff</li></ul>		



<b>Category</b>	<b>3</b>	
<b>A. Occupational Equivalents</b>		
Team Leader (Program, Finance, Admin & HR) Program Advisor (Gender, Advocacy, DRR/CC, M&E, OD)		
<b>B. Qualification Level</b>		
<ul style="list-style-type: none"> <li>• Postgraduate qualifications or progress towards postgraduate qualifications and minimum of 8 years relevant experience; or</li> <li>• 8 years experience and proven management or relevant technical expertise; or</li> <li>• an equivalent combination of relevant experience and/or education/training</li> </ul>		
<b>C. Competency Level</b>		
<b>Core skills and competencies</b>	<b>Knowledge</b>	<b>Judgment, Problem-solving</b>
<ul style="list-style-type: none"> <li>• Provides teams and departments with clear directions and sets clearly defined objectives for own team or technical area that are translated from CARE's program strategy.</li> <li>• Excellent analytical skills including the ability to innovate by rapidly responding to highly complex information</li> <li>• Produces comprehensive plans that anticipate foreseeable changes and can be adapted</li> <li>• Conceptualizes, develops and oversees the implementation of major technical, management or administrative policies and procedures; ensures that systems and processes support the achievement of results.</li> <li>• Maintains and extends and effective network of strategic partnerships and explores with partners and stakeholders a range of future possibilities that the team/ organization could aspire to achieve.</li> <li>• Ability to make impactful presentations to wider audiences, to conduct ToT training and capacity building initiatives for staff and partners in both Vietnamese and English language.</li> <li>• Organizes and gathers</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive knowledge and excellence in planning and design, project cycle management, people management and financial management, and impact measurement (Team Leader)</li> <li>• Demonstrates detailed and comprehensive knowledge of own technical area, and is recognized as an expert by people across CARE Vietnam and external partners (Advisor)</li> <li>• Maintains comprehensive knowledge of technical issues and knows about state-of-the-art and upcoming developments in the technical area; Seeks to be actively involved in cutting-edge research (Advisor)</li> <li>• Positions knowledge sharing as an organizational priority</li> <li>• Engages in industry wide discussions and events seeking to advance own and CARE's current and future thinking (Team Leader and Advisor)</li> <li>• Seeks and proposes opportunities for advancing CARE Vietnam's mission.</li> <li>• Knowledge and expertise to significantly advance gender equality and Women Empowerment approaches within CARE Vietnam and partners' programming</li> </ul>	<ul style="list-style-type: none"> <li>• A large degree of autonomy, responsible for significant program development and implementation, operations, or technical area</li> <li>• Ability to achieve broad objectives within complex organizational structures</li> <li>• Ability to produce high quality work and balance competing priorities within demanding timeframes</li> <li>• Seeks opportunities for improvements across the technical area or department that lead to changes on efficiency and effectiveness</li> <li>• Generates solutions to issues</li> <li>• Maintains visibly high levels of morale in the face of difficulties</li> <li>• Creates measures and uses cost-effectiveness information to monitor progress of defined areas</li> <li>• Makes major operational and technical decisions within defined area and budget</li> </ul>

resources to achieve objectives/goals; • Excellent written and verbal communication skills in both Vietnamese and English language		
<b>D. Level of Supervision</b>		
<ul style="list-style-type: none"> <li>• Working with a considerable degree of autonomy, with broad direction from supervisor.</li> <li>• Direct management responsibility for a major functional area or project portfolio; manage other staff including administrative, technical and/or program staff.</li> <li>• Technical Advisor has 'technical' line responsibility/quality assurance function for Program Specialists in the respective technical area.</li> </ul>		

<b>Category</b>	<b>2</b>	
<b>A. Occupational Equivalents</b>		
Director (Program, Admin, HR, Finance, Communications)		
<b>B. Qualification Level</b>		
<ul style="list-style-type: none"> <li>• Postgraduate qualifications and 10-15 years relevant experience</li> <li>• Proven expertise in the management of significant human and material resources</li> </ul>		
<b>C. Competency Level</b>		
<b>Core skills and competencies</b>	<b>Knowledge</b>	<b>Judgment, Problem-solving</b>
<ul style="list-style-type: none"> <li>• Excellent leadership skills, proven people management and interpersonal skills including the ability to develop harmonious teams in a cross cultural context;</li> <li>• Always works with an orientation to the future, encouraging others to consider CARE Vietnam's strategy when setting departmental objectives</li> <li>• Develops and oversees large scale change initiatives</li> <li>• Determines national business strategy and/or policies; and creates organization-wide processes to ensure that procedures and policies are adhered to.</li> <li>• Sets clearly defined objectives for own department and/or CARE Vietnam as a whole.</li> <li>• Ability to build and manage complex and diverse stakeholder relationships;</li> <li>• Excellent written and verbal communication skills in both Vietnamese and English language</li> </ul>	<ul style="list-style-type: none"> <li>• Constantly applies knowledge in organizational area and seeks new opportunities for advancing CARE Vietnam's mission, seizing upon possibilities opened up by new local and global developments.</li> <li>• Drives an organizational culture that focuses on results, inspiring others to achieve and exceed goals and expectations.</li> <li>• Promotes the development and use of organization-wide knowledge sharing systems</li> <li>• Ensure that gender equality and Women Empowerment is central to program and organizational operations</li> </ul>	<ul style="list-style-type: none"> <li>• Understands and interprets key financial and economic data affecting CARE, using this information effectively to monitor and plan organizational performance.</li> <li>• Maintains exemplary levels of work even in extremely challenging environments, including crisis situations.</li> <li>• Stands by the decisions and actions of CARE as a whole, accepting and promoting managerial responsibility.</li> <li>• Ensures outstanding performance is recognized across CARE</li> <li>• Welcomes and invites criticism, regarding it as an opportunity for individuals and CARE to improve and develop</li> <li>• Organize and gathers resources to achieve objectives/goals within one's responsibility</li> </ul>
<b>D. Level of Supervision</b>		
<ul style="list-style-type: none"> <li>• Broad direction</li> <li>• Operating with a high degree of autonomy</li> <li>• Have substantial management responsibility for staff and organizational departments</li> </ul>		

<b>Category</b>	<b>1 - Not applicable at this time-</b>	
<b>A. Occupational Equivalents</b>		
- Not applicable at this time - Country Representative or Country Director (National staff position)		
<b>B. Qualification Level</b>		
- Not applicable at this time -		
<b>C. Competency Level</b>		
<b>Skills</b>	<b>Knowledge</b>	<b>Judgment, Problem-solving</b>
- Not applicable at this time	- Not applicable at this time	- Not applicable at this time
<b>D. Level of Supervision</b>		
- Not applicable at this time -		
<b>E. Typical Activities</b>		
- Not applicable at this time -		