

COMPETENCY Framework

TABLE OF CONTENTS

1.	Social Compliance Auditing as a Profession	3
2.	Application of the Competency Framework	3
3.	APSCA Qualification Levels	4
4.	Use of APSCA Member Auditor Number	6
4.1	According to the Code and Standards of Professional Conduct	6
4.2	According to the Auditor Handbook	6
5.	Competency Overview	6
6.	Validation of Demonstrated Competencies	7
6.1	CSCA Exam (Part I and Part II)	7
6.2	CSCA Interview	7
6.3	Maintaining CSCA Certification	7
7.	Misconduct	8
8.	Foundational Skills	8
8.1	Strategic and Systems Thinking	8
8.2	Professional and Ethical Behaviour	8
8.3	Observation and Investigation	9
8.4	Data Collection and Analysis	9
8.5	Problem Solving and Analytical Decision Making	9
8.6	Management Systems	9
8.7	Documentation Review	10
8.8	Interview Skills	10
8.9	Communication, Relationship Management and Conflict Resolution	11
3.10	Self-Management	11
8.11	Standards, Laws and Regulations	12

9.	Functional Knowledge Areas	12
9.1	Business Legitimacy and Integrity of Records	12
9.2	Underage Labour	12
9.3	Discrimination and Disciplinary Practices	12
9.4	Forced Labour	13
9.5	Working Hours and Overtime	13
9.6	Freedom of Association and Effective Recognition of the Right to Collective Bargaining	13
9.7	Harassment and Abuse Practices	14
9.8	Wages, Benefits and Terms of Employment	14
9.9	Subcontracting	14
9.10	Occupational Health and Safety	15
9.11	Use of APSCA Member Number	15

APSCA'S COMPETENCY FRAMEWORK

The Association of Professional Social Compliance Auditors (APSCA) aims to increase the value and effectiveness of independent *social compliance audits* by enhancing the **professionalism**, **consistency** and **credibility** of individuals and organizations performing them.

Labor rights and workplace conditions are a central focus for many organizations, due to expanding global supply chains, public perceptions related to social responsibility, and legislation. Independent *social compliance services* are an important tool in advancing labor rights and workplace conditions for *workers* globally. APSCA aims to raise the value, quality and effectiveness of *social compliance services* and support *Member Auditors* and *Member Firms* who are performing them.

Social compliance auditing plays a vital role in initiatives to assess and improve labor rights in the work place throughout global supply chains.

APSCA'S *Competency Framework* is to be read in conjunction with *APSCA's Code and Standards of Professional Conduct ('Code')* and Glossary of Terms.

1. SOCIAL COMPLIANCE AUDITING AS A PROFESSION

Through APSCA's Certified Social Compliance Auditor (*CSCA*) program, the organization aims to elevate the role of the social compliance *auditor*, and develop a workforce of committed, competent, experienced and ethical professionals. *Auditors* can help their *clients* make positive change to the lives of *workers* by identifying and understanding key labor rights issues. To help them succeed, *Auditors* should be provided with the working conditions and the ongoing support and development needed to maintain high quality standards. APSCA believes *Member Auditors* deserve to be treated with respect in line with the UN Guiding Principles for Business and Human Rights. APSCA expects *Member Firms* to respect the human rights of its *Member Auditors* and avoid causing or contributing any adverse human rights impacts.

APSCA supports audit programs, initiatives, brands and retailers who utilize the skills of social compliance *auditors* for them to have the necessary confidence in the level of *auditor* competency.

Note: Throughout this document an APSCA *Associate of Social Compliance Auditor* (APSCA *ASCA*) will be noted as *ASCA*, and an APSCA *Certified Social Compliance Auditor* (APSCA *CSCA*) will be noted as *CSCA*.

2. APPLICATION OF THE COMPETENCY FRAMEWORK

APSCA's *Competency Framework* for Social Compliance *Auditors* sets out the basic competency requirements for Certified Social Compliance Auditors (*CSCA*). Competency refers to the knowledge and skills drawn on in performing tasks necessary to operate in the role of a social compliance *auditor*.

This framework specifies the competencies expected of CSCA. It is intended to be used by:

- APSCA Associate Social Compliance Auditors (ASCA) to better understand the skills and knowledge required to gain and maintain CSCA status.
- CSCAs to validate their skills, abilities, and articulate the value of Certification.
- *Clients* and the public to understand the value of using a CSCA.
- APSCA Member Firms as guidance for the development of internal frameworks.
- CSCA and APSCA Member Firms for continuing professional development (CPD) requirements.
- Audit programs, initiatives, brands and/or retailers who utilize the skills of social compliance *auditors*, to have confidence in *auditor* competency.
- Training and education program developers in the design and development of learning objectives and materials for course curricula and profession-specific programs.
- Anyone who works or considers working as a social compliance *auditor* to ensure they are informed regarding the competency requirements for *CSCA*.
- ASCA to apply efficiently the principles of objective auditing to gain and maintain CSCA status.
- APSCA Member Firms as guidance for the development of internal frameworks.

The intention of this document is to outline the competencies required by *CSCA*s, not to set audit standards or define audit methodology. The brand, initiative or collaborative program will be responsible for communicating and validating that their specific expectations are adhered to.

Members providing *social compliance services* must be independent and avoid conflicts of interest that, in fact or in appearance, may create an incentive to report anything other than the true and accurate facts gathered during a *social compliance service*.

Member Firms shall only deploy social compliance *auditors* (whether direct employees or independent contractors) who demonstrate, at a minimum, the relevant knowledge, skills and attributes outlined in the APSCA *Competency Framework*, and agree to act in accordance with the *Code* and the *Standards*.

3. APSCA QUALIFICATION LEVELS

There are two (2) levels for APSCA *Auditor* Membership; *APSCA Associate Social Compliance Auditor* (*APSCA ASCA*) and *APSCA Certified Social Compliance Auditor* (*APSCA CSCA*). During the initial period, APSCA has a level called *Registered Level Auditor* (*RA*). This is an interim level which includes *auditors* who have provided evidence of the experience required to be a *CSCA*, and are going through the *CSCA* examination process. *Registered Level Auditors* have the rights, responsibilities and obligations of a *CSCA*.

APSCA Associate Social Compliance Auditor (APSCA ASCA)

Entry-level social compliance *auditor*, who is enrolled with APSCA, gaining experience under the supervision/ guidance of a *CSCA*.

Requirements:

- Has completed classroom training with an APSCA *Member Firm* or an APSCA-approved organization and shadowed a minimum of 3 *social compliance audits*
- Has been signed off by a Member Firm as competent in meeting ASCA Level competencies
- Receiving onsite/field training by an APSCA Member Firm or accredited training organization
- Holds a university-level degree
- Satisfactory results from pre-employment screening of new staff/*auditors*, where allowed by law
- Has signed APSCA's Code

Responsibilities:

- Participates in social audits as a team member
- Must be supervised by an CSCA during all audits
- Does not independently make decisions or call out findings or non-compliances
- Adhering to the principles within APSCA's Code

APSCA Certified Social Compliance Auditor (APSCA CSCA)

Experienced social compliance *auditor* who has completed the CSCA process.

Requirements:

- Has obtained the level of ASCA
- Has been signed off by a *Member Firm* as competent in meeting CSCA level competencies
- Has passed all elements of the CSCA examination process
- Has signed APSCA's Code
- Has the following experience:

Pathway 1:

- Minimum 1 years' experience in social compliance auditing, and
- Minimum 100 social compliance audit days, provided via audit log signed by Member Firm (s)

APSCA Certified Social Compliance Auditor (APSCA CSCA) (continued)

OR

Pathway 2:

- Minimum 2 years' experience in any other type of auditing, and
- 150 audit days, of which a minimum of 50 are social compliance audit days. Other audit days may include management system, health and safety, labor inspections, investigations, audit components

OR

Pathway 3:

- 5+ years in the social compliance or subject related industry in various positions, with a minimum of 35 social compliance audit days and additional experience which may include:
 - o training
 - supervisory/managerial
 - previous parallel experience such as implementing social compliance programmes and/or
 - audit review

Pathway 3 also requires the following:

- Letter stating what additional experience has been obtained and
- Statement from management of an APSCA Member Firm as to why the auditor should be considered for Pathway 3.

Upon the above items for Pathway 3 being completed, the *auditor* must sit and pass Part I of the CSCA exam prior to being allocated to the level of RA.

OR

Pathway 4:

- Minimum 90 days social compliance industry experience and
- Minimum of 20 social compliance audit days

Note: Under Pathway 4, the *auditor* remains an ASCA until all Part I, II and III exams have been successfully completed (there is no time limit for completion of exams)

Pathway 4 does not lower the credibility or robust nature of APSCA's certification program. The 20+ social compliance audit day requirement enables the *auditor* to commence the exam process and unlike Pathway 3, where upon successful completion of Part I they move to RA, through Pathway 4, the auditor remains an ASCA until all three (3) parts of the CSCA exam are passed.

As with all ASCA(s), auditors going through Pathway 4 are NOT able to audit on their own until they become a CSCA.

Responsibilities:

- Conducts social compliance audits independently and/or as part of a team
- Organizes, directs and manages audit team members in preparation, during and after the audit.
- Supervises ASCAs
- Approving and signing off on the audit report
- Adhering to the principles within APSCA's Code

Note: APSCA may consider exceptions to the above requirements on an ad hoc basis.

4. USE OF APSCA MEMBER AUDITOR NUMBER

APSCA Member Auditors may only sign off on a Social Compliance Audit if they are a RA/CSCA.

4.1 ACCORDING TO THE CODE AND STANDARDS OF PROFESSIONAL CONDUCT

Audit Team: Each audit team shall have a minimum of one *RA/CSCA*. Audit teams may include *ASCA*(s) who support the audit under supervision of the *RA/CSCA*.

In assigning auditors to perform a *Social Compliance Audit, Member Firms* shall ensure sufficient resources are deployed to complete all work required for the *client* or scheme for whom the audit is to be performed.

To the extent the audit team includes an *ASCA*(s), the *Member Firm* shall ensure assigned resources are sufficient to provide for appropriate supervision by the assigned *RA/CSCA*.

A *RA/CSCA* shall only include the designation as a *RA/CSCA* and their APSCA member number after having fully completed an independent Social Compliance Audit on behalf of a Member Firm.

A *RA/CSCA* shall include reference to *RA/CSCA* status and/or their APSCA *member* number only where the scope of work is a *Social Compliance Audit* and where the work is performed on behalf of a *Member Firm*.

To the extent a *RA/CSCA* performs an audit that includes consideration of elements beyond the elements in the *Competency Framework*, the associated audit report must conspicuously include the following disclaimer if the *CSCA*'s APSCA number is to be included in the *audit* report:

This audit includes elements beyond the scope of a *Social Compliance Audit* as defined by the APSCA *Competency Framework*. The association of the *auditor*'s APSCA number with this report is limited to those elements outlined in the APSCA *Competency Framework*. APSCA makes no representations with respect to the *auditor*'s competency to professionally evaluate compliance with any other audit elements.

4.2 ACCORDING TO THE AUDITOR HANDBOOK

APSCA ASCA: Can sign a *social compliance audit* (see definition below) report using their APSCA *ASCA* number if they are present at the *facility* being audited and working under the supervision of an APSCA *Registered Auditor* (*RA*) or *CSCA* who has overall responsibility for, signs the audit report puts their APSCA # and working on behalf of an APSCA *Member Firm*. If an *ASCA* signs and puts their APSCA *Member* number on an audit report without a supervising *RA/CSCA* also placing their APSCA *Member*. Number, this will be considered an ethical violation and will be reported to APSCA's Integrity Team.

If an audit contains less than APSCA's definition of a *Social Compliance Audit*, an APSCA *Member* Number can **NOT** be used.

It is the responsibility of each *Member Firm* to develop a process to identify why they did or did not use an APSCA *Member* Number on a report which they would share with APSCA if reported to the Disciplinary Board for misuse of APSCA *Member* Numbers on an audit which does not fall within APSCA's definition of a *Social Compliance Audit*.

5. COMPETENCY OVERVIEW

Note: The competencies noted on pages 8 - 15 are focused on the specific activity of executing a *social compliance audit*.

Foundational Skills	Functional Knowledge Areas
 Strategic and Systems Thinking 	 Business Legitimacy and Integrity of Records
 Professional and Ethical Behaviour 	 Underage Labour
 Observation and Investigation 	 Discrimination and Disciplinary Practices

Foundational Skills continued

- Data Collection and Analysis
- Problem Solving and Analytical Decision Making
- Management Systems
- Documentation Review
- Interview Skills
- Communication, Relationship Management and Conflict Resolution
- Self-Management
- Standards, Laws and Regulations

Functional Knowledge Areas continued

- Forced Labour
- Working Hours and Overtime
- Freedom of Association and Effective Recognition of the Right to Collective Bargaining
- Harassment and Abuse Practices
- Wages, Benefits and Terms of Employment
- Subcontracting
- Occupational Health and Safety
- Use of APSCA Member Number

6. VALIDATION OF DEMONSTRATED COMPETENCIES

The Competency Framework outlines the expected level of competency for ASCAs and CSCAs:

- Understanding: Auditor has a basic knowledge and understanding of what is required in this area, but is not yet proficient.
- Proficiency: Auditor has a sufficient degree of skill and/ or expertise in this area.

Refer to APSCA's Auditor Handbook for more information on the exam.

6.1 CSCA EXAM (PART I AND PART II)

The CSCA Exam serves as a benchmark for the assessment of proficiency in the areas of functional knowledge and foundational skills. The exam assesses an individual's understanding of basic facts, policies, practices, methods, international human rights treaties and labor standards, local legislation and other regulations relevant to their role. The exam includes multiple choice, short answer and case study questions.

6.2 CSCA INTERVIEW (PART III)

Candidates must demonstrate proficiency required of CSCAs. This step will take the form of a formal interview assessing the individual's ability to conduct effective audits.

6.3 MAINTAINING CSCA CERTIFICATION

Once an individual obtains CSCA certification, there are ongoing requirements to maintain certification. This is demonstrated through compliance with the standards for Continuing Professional Development (CPD).

CPD involves undertaking development activities that support CSCAs in ensuring maintenance of their competencies as well as expanding their professional knowledge and practice. Auditors are required to complete a minimum of 48 hours of CPD per calendar year, including mandatory training as outlined by APSCA. CPD undertaken must be tracked by the CSCA and recorded into APSCA's data system. Information to validate these records may be requested by APSCA at any time. CPD includes the following:

- 16 hours field social compliance audit
- 16 hours training on APSCA mandated training topics (focused on gaps identified during examination)
- 16 hours APSCA recognized training which may include, firm, brand, scheme training, participation in social compliance conference or other relevant events.

7. MISCONDUCT

Any APSCA *Member* who is aware of another APSCA Member or *audit firm personnel* who has committed a violation of APSCA's *Code*, must inform the *Member Firm* for which the audit was conducted or APSCA.

Others who are aware of an APSCA *Member* or *audit firm personnel* who is to have alleged to have committed a violation of APSCA's *Code*, are encouraged to inform the *Member Firm* for which the audit was conducted or APSCA.

When professional misconduct or an infringement of the *Code* come to the attention of APSCA, there is an obligation that an investigation will be undertaken. If the outcome of such an investigation confirms a *Member* was in breach of the *Code* it will lead to an APSCA disciplinary hearing which gives the *Member(s)* the right to defend their actions. A possible outcome of such a disciplinary hearing would be to suspend or revoke APSCA Membership, which APSCA reserves the right to make public.

There is a restriction therefore on *Member Firms* from appointing an *auditor* whose Membership and / or certification has been withdrawn by APSCA as well as a restriction on the *auditor* from presenting themselves as a *Member Auditor* of APSCA. A *Member Firm* who has taken disciplinary action against a *Member Auditor* who has committed a violation of the *Code* shall inform APSCA.

8. FOUNDATIONAL SKILLS

Note: All areas are to be read "as related to the work"

8.1 STRATEGIC AND SYSTEMS THINKINGASCACSCAIs open-minded, reasonable, and willing to consider alternative ideas or points of viewPPIs persistent and focused in their approachPPCan integrate ideas and solutions across all levels and functions in the organisationPPOperates effectively in an environment of change and uncertainty, maintaining flexibilityPPIs aware of issues and develops timely strategies to solve problems or seize opportunitiesPP8.2 PROFESSIONAL AND ETHICAL BEHAVIOURASCACSCAIs fair, truthful, unbiased, discreet, trustworthy and respectfulPPMakes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains confidentiality and avoids conflicts of interestPPUpholds the law, professional standards and policies when exercising judgement, eeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting pribery and corrupt practicesPPIs courteous, conscientious and business-like in their approach to auditingPP		U - Und P - Profi	erstanding ciency
Is persistent and focused in their approachPPCan integrate ideas and solutions across all levels and functions in the organisationPPOperates effectively in an environment of change and uncertainty, maintaining flexibilityPPIs aware of issues and develops timely strategies to solve problems or seize opportunitiesPP8.2 PROFESSIONAL AND ETHICAL BEHAVIOURASCACSCAIs fair, truthful, unbiased, discreet, trustworthy and respectfulPPMakes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting 	8.1 STRATEGIC AND SYSTEMS THINKING	ASCA	CSCA
Can integrate ideas and solutions across all levels and functions in the organisationPPOperates effectively in an environment of change and uncertainty, maintaining flexibilityPPIs aware of issues and develops timely strategies to solve problems or seize opportunitiesPP8.2 PROFESSIONAL AND ETHICAL BEHAVIOURASCACSCAIs fair, truthful, unbiased, discreet, trustworthy and respectfulPPMakes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting or reportingPP	Is open-minded, reasonable, and willing to consider alternative ideas or points of view	Ρ	Ρ
Operates effectively in an environment of change and uncertainty, maintaining flexibilityPPIs aware of issues and develops timely strategies to solve problems or seize opportunitiesPP8.2 PROFESSIONAL AND ETHICAL BEHAVIOURASCACSCAIs fair, truthful, unbiased, discreet, trustworthy and respectfulPPMakes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains confidentiality and avoids conflicts of interestPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting behaviourPP	Is persistent and focused in their approach	Ρ	P
Is aware of issues and develops timely strategies to solve problems or seize opportunitiesPP8.2 PROFESSIONAL AND ETHICAL BEHAVIOURASCACSCAIs fair, truthful, unbiased, discreet, trustworthy and respectfulPPMakes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains confidentiality and avoids conflicts of interestPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting bery and corrupt practicesPP	Can integrate ideas and solutions across all levels and functions in the organisation	Ρ	Ρ
opportunitiesPP8.2 PROFESSIONAL AND ETHICAL BEHAVIOURASCACSCAIs fair, truthful, unbiased, discreet, trustworthy and respectfulPPMakes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains confidentiality and avoids conflicts of interestPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting pribery and corrupt practicesPP	Operates effectively in an environment of change and uncertainty, maintaining flexibility	Ρ	Ρ
Is fair, truthful, unbiased, discreet, trustworthy and respectfulPPMakes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains confidentiality and avoids conflicts of interestPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting pribery and corrupt practicesPP		Ρ	Ρ
Makes ethical decisions even though these actions and decisions may result in disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains confidentiality and avoids conflicts of interestPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting bribery and corrupt practicesPP	8.2 PROFESSIONAL AND ETHICAL BEHAVIOUR	ASCA	CSCA
disagreement, confrontation or appeal proceedings; reports to higher levels of management or others when appropriatePPMaintains objectivity and impartialityPPMaintains confidentiality and avoids conflicts of interestPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide their behaviourPPPossesses honesty and integrity, particularly in relation to preventing or reporting pribery and corrupt practicesPP	Is fair, truthful, unbiased, discreet, trustworthy and respectful	Ρ	Ρ
Maintains confidentiality and avoids conflicts of interestPPMaintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide theirPPPossesses honesty and integrity, particularly in relation to preventing or reporting bribery and corrupt practicesPP	disagreement, confrontation or appeal proceedings; reports to higher levels of	Ρ	Ρ
Maintains and enhances the reputation of the Member Firm, CSCAs, ASCAs, APSCA and the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide theirPPPossesses honesty and integrity, particularly in relation to preventing or reporting bribery and corrupt practicesPP	Maintains objectivity and impartiality	Ρ	Р
the initiatives they are auditing againstPPUpholds the law, professional standards and policies when exercising judgement, seeking out advice where needed and relying on their ethical principles to guide theirPPPossesses honesty and integrity, particularly in relation to preventing or reporting bribery and corrupt practicesPP	Maintains confidentiality and avoids conflicts of interest	Ρ	Р
seeking out advice where needed and relying on their ethical principles to guide their P P behaviour Possesses honesty and integrity, particularly in relation to preventing or reporting P P bribery and corrupt practices		Ρ	Ρ
bribery and corrupt practices	seeking out advice where needed and relying on their ethical principles to guide their	Ρ	Ρ
Is courteous, conscientious and business-like in their approach to auditing P P		Ρ	Ρ
	Is courteous, conscientious and business-like in their approach to auditing	Ρ	Р

	U - Unde P - Profie	erstanding ciency
8.2 PROFESSIONAL AND ETHICAL BEHAVIOUR (CONTINUED)	ASCA	CSCA
Can raise uncomfortable issues and ask challenging questions in a polite manner. Enables constructive challenge at all levels in the organisation	U	Ρ
Delivers factual, clear, accurate, timely and accessible reporting	U	Ρ
8.3 OBSERVATION AND INVESTIGATION	ASCA	CSCA
Applies audit principles, procedures and techniques	U	Р
Thoroughly reviews and analyses relevant documentation	U	Р
Possesses a detailed knowledge of compliance issues commonly applied for <i>social compliance audit codes</i> or <i>standards</i>	U	Ρ
Uses investigative skills / triangulates a range of information to determine the authenticity of information and to verify possible allegations made by other sources	U	Ρ
Triangulates information from interviews, documentation review and observation to draw conclusions regarding activities at the <i>facility</i>	U	Ρ
Selects and applies a range of appropriate operational and management tools and techniques	U	Ρ
Is observant of physical surroundings, people and activities throughout the entire audit process	Ρ	Ρ
Applies detection / triangulation skills, looking for methods of document manipulation, fraudulent actions and fraudulent practices	U	Ρ
8.4 DATA COLLECTION AND ANALYSIS	ASCA	CSCA
Selects and applies a range of appropriate analysis tools and techniques	U	Ρ
Undertakes effective sampling where appropriate	U	Ρ
Mitigates impact of factors that can affect the reliability of audit findings and conclusions	U	Ρ
Can reach timely conclusions based on logical reasoning and analysis	U	Ρ
	Ρ	Ρ
Uses numeracy skills to understand and interpret relevant number systems		
	ASCA	CSCA
8.5 PROBLEM SOLVING AND ANALYTICAL DECISION MAKING Shows logical judgement skills, making decisions based on objective and verifiable	ASCA P	CSCA P
8.5 PROBLEM SOLVING AND ANALYTICAL DECISION MAKING Shows logical judgement skills, making decisions based on objective and verifiable evidence		
8.5 PROBLEM SOLVING AND ANALYTICAL DECISION MAKING Shows logical judgement skills, making decisions based on objective and verifiable evidence Uses an evidence-based approach to problem solving and decision making	Ρ	Ρ
 8.5 PROBLEM SOLVING AND ANALYTICAL DECISION MAKING Shows logical judgement skills, making decisions based on objective and verifiable evidence Uses an evidence-based approach to problem solving and decision making When facing an issue during an audit, can provide solutions to solve the problem Assesses situations and information to make informed decisions on objective and 	P	P
 8.5 PROBLEM SOLVING AND ANALYTICAL DECISION MAKING Shows logical judgement skills, making decisions based on objective and verifiable evidence Uses an evidence-based approach to problem solving and decision making When facing an issue during an audit, can provide solutions to solve the problem Assesses situations and information to make informed decisions on objective and verifiable evidence 	P P U	P P P
Uses numeracy skills to understand and interpret relevant number systems 8.5 PROBLEM SOLVING AND ANALYTICAL DECISION MAKING Shows logical judgement skills, making decisions based on objective and verifiable evidence Uses an evidence-based approach to problem solving and decision making When facing an issue during an audit, can provide solutions to solve the problem Assesses situations and information to make informed decisions on objective and verifiable evidence 8.6 MANAGEMENT SYSTEMS Demonstrates knowledge of management system frameworks, applicable procedures	P D U	P P P

U - Understanding P - Proficiency 8.6 MANAGEMENT SYSTEMS (CONTINUED) ASCA **CSCA** Demonstrates knowledge of the use of information systems and technology to validate U Ρ the authenticity of records through triangulation. Understands specific organisational functions including human resource management, payroll systems, environmental, trade union relationships, collective bargaining U Ρ processes, applicable collective agreements, health and safety cooperation, other worker representation and worker grievance procedures Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to: Policies, implementation and verification U Ρ Auditees capabilities and root cause analysis U Ρ U Ρ Training Feedback and grievance mechanisms U Ρ 8.7 DOCUMENTATION REVIEW ASCA CSCA Demonstrates the ability to review documentation specific to each of the functional knowledge areas, including: Business ethics management program (review documents: anti-bribery and anticorruption - contracts/ agreement with suppliers, third party providers, business U Ρ ethics records) D Environmental permits U Legal compliance with inspections, audits, certifications, collective agreements Ρ U 8.8 INTERVIEW SKILLS ASCA CSCA Is experienced in a range of interviewing techniques and uses as appropriate U Ρ P Þ Creates an environment where the interviewee/s feel comfortable and at ease Can select a sample and/or groups for interview as appropriate P Ρ Ρ Ρ Can ask effective follow-up questions to collect information Possess appropriate investigative interviewing skill to raise probing questions to collect U P information on sensitive issues, triangulate information across interviews Interviews appropriate personnel, including management, HR, security staff, worker Ρ representatives and *workers* across shifts to gather information on adherence to U relevant laws and other regulations Listens to the interviewee and adjusts questions and tone of voice appropriately. Reads P Þ verbal and non-verbal cues

Relays findings without compromising the source of information, and deals appropriately with personnel who may feel compromised or uncomfortable being Ρ U interviewed

U - Understanding P - Proficiency

8.9 COMMUNICATION, RELATIONSHIP MANAGEMENT AND CONFLICT

8.9 COMMUNICATION, RELATIONSHIP MANAGEMENT AND CONFLICT		
RESOLUTION	ASCA	CSCA
Is tactful and respectful in dealings with people, balances diplomacy and asser	rtiveness P	Р
Puts people at ease and builds open, constructive relationships with <i>workers</i> , managers, peers and <i>clients</i>	Ρ	Ρ
Can communicate and work with many different stakeholders, at various levels organisation	of an U	Ρ
Displays effective influencing and negotiation skills	U	Ρ
Demonstrates strong (oral and written) reporting skills	Р	Ρ
Listens, understands and empathizes with others, and is sensitive to people's n	eeds P	Ρ
Displays effective communication skills, oral, written and non-verbal, for examp when conducting audit meetings, interviews etc.	ple, P	Ρ
Demonstrates cultural awareness and sensitivity, with an appreciation of the sit vulnerable workers, such as migrant labour, young <i>workers</i> , homeworkers etc.	uation of P	Ρ
Is a fluent speaker and reader of the language(s) used in the organisation being audited, or communicates effectively through an interpreter	P	Ρ
Discusses audit findings with appropriate levels of the organisation independer with confidence, while maintaining confidentiality and protecting potentially vul individuals from retaliation	,	Ρ
Assumes a leadership role during possible conflict situations and is confident to manage and control discussions	° U	P
Anticipates reactions and objections and plans how to overcome	U	Р
8.10 SELF-MANAGEMENT	ASCA	CSCA
Arrives on site in a timely manner, prepared for the work, including knowledge appropriate standard, understanding of both industry and <i>facility</i> -specific detail possession of any reference materials and supplies required for the audit		Ρ
Arrives on site dressed appropriately – e.g. flat, enclosed shoes, PPE if required	l P	Ρ
Functions effectively and independently during audits	U	Р
Demonstrates strong time management skills, by planning, prioritising and adju audit activities as required	usting U	Ρ
Demonstrates good organisational and time-management skills, ensuring dead actions and objectives are achieved even when faced with problems, challenge pressure		Ρ
Responds well to feedback and is committed to continually developing own sk	kills P	Р
Acts as a role model, demonstrating high performance for teams and individua	ils U	Ρ
Takes personal accountability for results delivered in area of responsibility, strivex excellence and encourages others to do the same	res for P	Ρ
Monitors and improves own performance	Р	Ρ
Engages in continuous professional development	P	Р
Recognises limits to own professional competence, seeking support from othe professionals and experts as needed	er P	Ρ

	U - Unde P - Profie	erstanding ciency
8.11 STANDARDS, LAWS AND REGULATIONS	ASCA	CSCA
Understands relevant applicable laws, regulations and the role of collective agreements where they exist	U	Ρ
Understands relevant International Standards and international authoritative documents under all functional knowledge areas. Examples are the Universal Declaration of Human Rights, the Fundamental and other relevant ILO International Labour Conventions, the UN Guiding Principles on Business and Human Rights, applicable parts of the OECD Guidelines for multinational enterprises"	U	U

9. FUNCTIONAL KNOWLEDGE AREAS

Note: All areas are to be read "as related to the work"

	U - Und P - Profi	erstanding ciency
9.1 BUSINESS LEGITIMACY AND INTEGRITY OF RECORDS	ASCA	CSCA
Demonstrates a detailed knowledge of business integrity standards	Ρ	Р
Demonstrates ability to effectively collect data, analyse and draw conclusions in relation to:		
 Business Ethics Management System 	U	Ρ
9.2 UNDERAGE LABOUR	ASCA	CSCA
Identifies young appearing <i>workers</i> , triangulates information, reports on current and $/$ or historic underage labour	U	Ρ
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Age verification system and records 	U	Р
 Young workers – training/apprentice student worker/internship programs 	U	Р
 Young workers – working hour limits, hazardous roles, night work 	U	Р
Child labour remediation	U	Р
 Hazardous work for young workers 	Ρ	Ρ
9.3 DISCRIMINATION AND DISCIPLINARY PRACTICES	ASCA	CSCA
Investigate whether <i>worker</i> demographics represent industry/sector/country. Identify signs of policy implementation (e.g. signs posted in languages of all <i>workers</i> , <i>workers</i> understand their rights and the policies relating to discrimination and disciplinary practices)		Ρ
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Employment decisions and Employment Equality (based on ability) 	U	Ρ
 Non-discrimination policy 	U	Ρ
 Monetary fines and/or deductions used as a form of discipline 	U	Ρ
 Grounds for termination 	U	Ρ
Fair employment practices	U	Ρ
 Labour contracts (in language understood by worker) 	U	Ρ

	U - Unde P - Profic	rstanding iency
9.3 DISCRIMINATION AND DISCIPLINARY PRACTICES (CONTINUED)	ASCA	CSCA
 Vulnerable groups, such as women, ethnic minorities, LGBTIQ+ people and people with disabilities (including discrimination in recruiting, hiring, employment, promotion) 	U	Ρ
9.4 FORCED LABOR	ASCA	CSCA
Understand operational indicators of forced labour; how to effectively identify these indicators during the audit process and how to record these indicators on audit reports in a manner that leads to remediation.	U	Ρ
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Freedom of movement – including third party workers e.g. agency, contracted, dispatch workers 	U	Ρ
 Payment to obtain a job – including throughout the recruitment and labour supply chain 	U	Ρ
 Indebted or coerced to work, including document retention and deposits 	U	Ρ
With appropriate processes to identify these practices in the different business models of forced labour, particularly:		
State induced and prison labour	U	Р
 Employer induced, including rogue and corrupt managers and supervisors 	U	Р
 Third party intermediary e.g. labour providers and sub-agents 	U	Р
Identify proactive policy implementation to deter, detect and correctly deal with suspected and actual cases of forced labour	U	Ρ
9.5 WORKING HOURS AND OVERTIME	ASCA	CSCA
Investigate signs of potential non-compliances, e.g. signs of unrecorded working hours, coaching notes, cages blocking time cards	U	Ρ
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Recording of working hours. Compliance with local law and international standards. 	U	Ρ
 Objective means to set and monitor working hours 	U	Ρ
 Waivers 	U	Ρ
 Rest days / breaks between shifts / total working hours 	U	Ρ
 Working hour limits for hazardous jobs and categories of workers. 	U	Ρ
 Transparency and accuracy of working hours records 	U	Ρ
A CEREBOLICE A MOODATION AND EFFECTIVE RECOGNITION OF THE DIGUT		
9.6 FREEDOM OF ASSOCIATION AND EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING		
	ASCA	CSCA
Identifies signs of compliance, such as signage relating to trade union events, space for union meetings	U	Ρ

	U - Unde P - Profic	•
9.6 FREEDOM OF ASSOCIATION AND EFFECTIVE RECOGNITION OF THE RIGHT	ASCA	CSCA
TO COLLECTIVE BARGAINING (CONTINUED)	110011	CDCIT
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Freedom to join lawful trade union without interference 	U	Ρ
 Grievance procedures/worker feedback on employment practices 	U	Ρ
 Non-discrimination and non-retaliation 	U	Ρ
 Collective Bargaining Agreement adherence 	U	Ρ
9.7 HARASSMENT AND ABUSE PRACTICES	ASCA	CSCA
Observes interactions between supervisors, management and workers	Ρ	Ρ
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Disciplinary procedures 	U	Ρ
Grievance mechanism	U	Ρ
 Role of security guards against abuse 	U	Ρ
 Physical punishment or physical abuse 	U	Р
 Verbal abuse, mental abuse, coercion or harassment 	U	Р
 Application of disciplinary procedures to vulnerable groups 	U	Р
9.8 WAGES, BENEFITS AND TERMS OF EMPLOYMENT	ASCA	CSCA
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Responsible recruitment practices 	U	Ρ
 Payroll procedures (including payslips, regular payment) 	U	Ρ
 Wage calculations including piece rate 	U	Ρ
 Deductions 	U	Р
 Benefits 	U	Ρ
 Seasonal/temp workers/migrant workers/labour providers 	U	Ρ
 Equal remuneration 	U	Ρ
 Terminations and severance 	U	Ρ
 Transparency and accuracy of wages records 	U	Ρ
9.9 SUBCONTRACTING	ASCA	CSCA
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to:		
 Ability to identify missing processes / ability to identify reasonable capacity 	U	Ρ
 Identification of signs of homeworking 	U	Ρ

	U - Unde P - Profic	
9.10 OCCUPATIONAL HEALTH AND SAFETY	ASCA	CSCA
Observes health and safety at the <i>facility</i>	U	Ρ
Demonstrates ability to effectively investigate, collect data, analyse and draw conclusions in relation to <i>workers</i> awareness and presence of:		
 Health and safety policies and management system 	U	Ρ
 Health and safety training 	U	Ρ
 Licenses and permits 	U	Ρ
 Potable water (review documentation) 	U	Ρ
 Accident reporting and follow up actions 	U	Ρ
 Personal protective equipment (PPE) 	U	Ρ
 Equipment/machine safety 	U	Ρ
 Waste and chemical management program (review permits, licences, MSDS training for workers) 	U	U
 Repetitive motion (review assessment reports, interview <i>workers</i>, observe use of PPE) 	U	U
 Emergency procedures, fire safety, exits, fire prevention, fire extinguishers 	U	Ρ
 Air Quality Management Systems (identify system in place to manage air quality in the work environment) 	U	U
 First aid 	U	Ρ
 Sanitation and hygiene 	U	Ρ
 Dormitories 	U	Р
Canteen	U	Ρ
Lighting	U	Ρ
 Noise (documentation review of medical records, interview workers / management, ensure noise monitoring has been completed) 	U	U
 Ventilation and temperature control (documentation review, interview management / workers, medical records, evaluating what checks have been undertaken) 	U	Ρ
 Risk mitigation/supplier assessment/root cause analysis 	U	Ρ
Occupancy Certificate	U	Ρ
 Hazardous material handling 	U	Ρ
 Waste Management 	U	U
2.11 USE OF APSCA MEMBER NUMBER	ASCA	CSCA
How to write Member Number	Ρ	Ρ
When to use APSCA Member Number	Р	Ρ

Glossary of Terms (refer to separate document)

