



STATE OF WASHINGTON
DEPARTMENT OF CORRECTIONS
P.O. Box 41100 • Olympia, Washington 98504-1100

December 28, 2021

To: Senate Committee on Human Services, Reentry and Rehabilitation
House Committee on Public Safety

From: Melena Thompson, Executive Policy Office Director

Subject: Improving Department of Corrections Health Care Administration

In accordance with best practices and the requirements set forth in Engrossed Second Substitute Bill [6063](#), the Department of Corrections (DOC) shall report to the appropriate committees of the legislature the minimum job qualifications established for facility medical directors and the status of implementing the minimum job qualifications throughout the department's correctional facilities.

Standard practice for the department, since December 1, 2020, is to review the facility medical director (FMD) position prior to every potential hire within the agency. This is due to each facility having site specific responsibilities above and beyond the quality assurance components. For this reason, each position description will have duties unique to that site.

The quality assurance items include but are not limited to:

- A valid license to practice medicine and surgery in the state, or ability to obtain prior to employment;
- Completion of an approved residency program;
- Board certification or board eligibility in a primary care specialty;
- Strong interpersonal skills and experience directing medical operations; and
- Exceptional written and oral skills, capable of communicating with patients, correctional administrators, staff, health care professionals, patient advocates, and other laypersons.

The department is required to consult with the Health Care Authority (HCA) to develop and implement uniform standards across all DOC facilities for determining when a patient's current health status requires referral for consultation or treatment outside of DOC. The standards must be based on health care community standard of care to ensure medical referrals for consultation or treatment are timely and promote optimal patient outcomes. The department has created a quality assurance program within health services, with a qualified FMD leading the effort, that routinely interacts and collaborates with both the HCA and the Department of Health (DOH) on quality matters.

"Working Together for SAFER Communities"

100-SR003

Memo Subject

Memo Date

Page 2

Attachments:

- 1) DOH sighting approval for Washington State. DOC Health Services Division coordinated quality improvement program renewal on November 24, 2021 Plan #20211005-16.
- 2) Facility Medical Director position description containing all identified quality assurance requirements.
- 3) Competencies required of the position that are contained within a link of the position description. The DOC will continue to review the quality assurance standards for facility medical director prior to each hire and the minimum requirements every five-year as required by law.



STATE OF WASHINGTON
DEPARTMENT OF HEALTH
PO Box 47890 • Olympia, Washington 98504-7890

December 17, 2021

Lisa Anderson
Chief Quality Officer
Washington State Department of Corrections-Health Services Division
PO Box 41123, MS 41123
Tumwater, WA 98504-41123

Re: Plan #20211005-16

Dear Ms. Lisa Anderson,

Thank you for submitting Washington State Department of Corrections-Health Services Division coordinated quality improvement program renewal. This letter is your official confirmation of the department's approval. Your plan was approved on November 24, 2021 and is valid for five years. Your plan number is **20211005-16**. Your plan must be renewed by **November 24, 2026**.

As you are already aware, the Coordinated Quality Improvement Program is a voluntary program. This program specifically provides the protection of collected information and documents maintained by an approved program as stated in RCW 43.70.510. Should you modify the scope, components, or operation of this approved plan, you must submit the following documentation to the department for review and re-approval:

- (1) An updated Application for Coordinated Quality Improvement Program
- (2) A full program plan, printed on 8 1/2 by 11-inch paper which includes a Table of Contents (clearly noting where each component in WAC 246-50-020 is located)
- (3) Modification fee of \$65
- (4) A detailed description of the modification and how it affects the program.

If you have any questions or need information regarding the Coordinated Quality Improvement Program requirements, please email cqip@doh.wa.gov.

Sincerely,

Department of Health
Coordinated Quality Improvement Program



*Department of Health
Approved Coordinated Quality Improvement Plan*

cc: Mary Beth Flygare, HS Quality PM



POSITION DESCRIPTION

Washington Management Service (WMS)

For assistance completing this form, contact your human resources office or click here for [Tips and Examples](#).

1. Action: Update WMS If <i>Update</i> , indicate change:			HRCU/WMS Coordinator Only		
2. Date: 2/24/2020			3. Position is Currently: <input type="checkbox"/> Vacant <input type="checkbox"/> Filled		
4. Proposed Position Title: N/A			5. Proposed Band:		Date Evaluated:
6. Current Position Title: Facility Medical Director			7. Current Band/Points:		Approved Position Title (if different):
8. Position Number:			9. Work Schedule: <input type="checkbox"/> Part Time <input checked="" type="checkbox"/> Full Time		New Rating: New Band: Effective Date:
10. Overtime Eligible: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			JVAC Tool: <input type="checkbox"/> TM <input type="checkbox"/> IC		FLSA: <input type="checkbox"/> Exempt <input type="checkbox"/> OT Eligible
11. Work Location or Address:			Market Segment:		Management Type:
12. Division / Unit: Health Services /			13. Supervisor's Name / Title: / HSM2		
14. Incumbent's Name (If filled position):			15. Supervisor's Pos. #:		16. Supervisor's Phone:
17. Position Flexibility (Modern Work Environment): Check PE for Position Eligible or NE for Not Eligible ¹ (reference last page for clarification on the following, if needed) Flex Schedule: <input checked="" type="checkbox"/> PE or <input type="checkbox"/> NE Compressed Schedule: <input checked="" type="checkbox"/> PE or <input type="checkbox"/> NE Telework: <input checked="" type="checkbox"/> PE or <input type="checkbox"/> NE Are any of the above a change from prior set eligibility? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, check all that apply: Flex <input type="checkbox"/> Compressed <input type="checkbox"/> Telework <input type="checkbox"/>					
18. Organizational Structure					
Summarize the functions of the position's division and/or unit and how this position fits into DOC's structure. Attach an organizational chart.					
<p>Under the administrative supervision of the Health Services Manager 2/3, and the clinical oversight of the DOC Chief Medical Officer, this position serves as the Facility Medical Director (FMD) for the _____ Corrections Center (____).</p> <p>This position services on the statewide Health Services Extended Leadership Team and actively works with the Health Services Managers at the local facility to direct medical and multidisciplinary clinical care. This position promotes coordination and integration of health care from all clinical disciplines provided to the patients at the facility. Collaboratively develops, directs, and supervises implementation of ongoing clinical quality improvement efforts at the facility level.</p>					
19. Position Objective					
Describe the position's main purpose including what the position is required to accomplish and the major outcomes and how the position contributes to DOC's mission <i>to improve public safety by positively changing lives</i> . Review the Position Objective Fact Sheet for tips.					
<p>This position analyzes, directs, and coordinates medical care provided to the patients of the facility. Maintains a positive professional relationship with patients, community medical providers, and co-workers, and uses positive problem solving skills. In collaboration with the Health Services Manager 2/3, actively leads and participates in Continuous Quality Improvement initiatives. Unless there are safety or security concerns, clinical decisions are the sole province of the</p>					

responsible clinician(S) and are not countermanded by non-clinicians. The Facility Medical Director has oversight of all medical decisions and care at the facility and can countermand another clinician at the facility level.

20. Primary Responsibilities (Duties and Tasks)

- In the spaces marked "Duty", describe the primary duties or responsibilities of the position using [clear action verbs](#).
- For each Duty, list the key *Tasks* to be performed to accomplish the duty. It is OK if there are more or fewer tasks for each duty. If needed, you may add or delete rows by [unprotecting this form](#). This will disable the dropdowns and checkboxes.
- In the "Importance" column, rate how important the task is to the position's existence.
- Check the box in the "Essential Function" column if the work activity meets at least one of the following criteria:
 - ✓ Activity is fundamental, not marginal, and is the primary reason for which the job was established.
 - ✓ Activity is so critical that it cannot be eliminated without significantly changing the position's classification and role in the Agency.
 - ✓ Activity must be accomplished regardless of the frequency, but cannot be assumed by another employee.

For more guidance, see the [Essential Functions Fact Sheet](#) and [Examples of Duty & Task Statements](#).

	Description of Duties and Tasks	Importance	Essential Function
Duty	Provide administrative and clinical direction and oversight to all medical providers at the facility.	Rate 1 thru 4	✗ if Yes
Task 1	Supervise administratively and provide clinical oversight for all medical providers (Physicians, ARNP's, PA's, Imaging Technologists) at the facility/facilities for which the staff person serves as Facility Medical Director. Oversee on-boarding and orientation program, establish performance expectations, conduct clinical and administrative performance reviews.	4 Very Important	<input checked="" type="checkbox"/>
Task 2	Evaluate clinical performance of all contract medical providers. Provide recommendations to Health Services Managers and Administrators on contract establishment and/or renewals.	Select one	<input checked="" type="checkbox"/>
Task 3	Provide instruction, teach and mentor medical practitioners	Select one	<input checked="" type="checkbox"/>
Task 4	Review and ensure clinician compliance with Department policies, protocols, guidelines, and Washington DOC Health Plan	Select one	<input checked="" type="checkbox"/>
Task 5	Co-chair, with the Health Services Manager 2, Facility Coordinated Quality Improvement Program Committee	Select one	<input checked="" type="checkbox"/>
Duty	Plan the delivery of health care at the facility	Rate 1 thru 4	✗ if Yes
Task 6	Design, approve, and monitor clinical delivery processes at the facility level	4 Very Important	<input checked="" type="checkbox"/>
Task 7	Ensure implementation of and adherence to DOC Washington DOC Health Plan, Policies and protocols	4 Very Important	<input checked="" type="checkbox"/>
Task 8	Collaborate with Health Services Managers and facility clinical leads to optimize efficient utilization of health care resources	4 Very Important	<input checked="" type="checkbox"/>
Task 9	Perform authorization procedures in accord with the Washington DOC Health Plan and DOC Health Services care protocols	4 Very Important	<input checked="" type="checkbox"/>
Task 10	Be available in person or by telecommunication 24/7 to address facility authorization and administrative needs. When not available, arrange backup with another designated staff physician, Facility Medical Director, or Chief Medical Officer, in agreement with the Health Services Manager 2/3.	4 Very Important	<input checked="" type="checkbox"/>

Duty	Lead quality improvement efforts	Rate 1 thru 4	✗ if Yes
Task 11	Provide clinical oversight of all medical practitioners	4 Very Important	<input checked="" type="checkbox"/>
Task 12	Collaborate with Health Services Managers and facility clinical leads to ensure multidisciplinary coordination for the purpose of optimal health care quality at the facility/facilities served	4 Very Important	<input checked="" type="checkbox"/>
Task 13	Provide clinical input as requested by Health Care Manager/Designee in regards to patient grievance responses.	4 Very Important	<input checked="" type="checkbox"/>
Task 14	Participate as needed as clinical consultant in responding to staff licensing issues, tort claims, lawsuits, and other legal issues	4 Very Important	<input checked="" type="checkbox"/>
Task 15	Participate as requested by Health Services Managers, Health Services Administrators, Chief Medical Officer, and Assistant Secretary to Health Services in responding to concerns presented by patients' family members, advocates, and legislators' offices	4 Very Important	<input checked="" type="checkbox"/>
Duty	Participate in statewide clinical leadership committees	Rate 1 thru 4	✗ if Yes
Task 16	Participate in Facility Medical Directors meeting(s) and weekly medical transfer conferences.	4 Very Important	<input checked="" type="checkbox"/>
Task 17	Participate in Care Review Committee conferences and decisions	4 Very Important	<input checked="" type="checkbox"/>
Task 18	Participate in Health Services Extended Leadership Team meetings and activities	4 Very Important	<input checked="" type="checkbox"/>
Task 19		Select one	<input type="checkbox"/>
Task 20		Select one	<input type="checkbox"/>
Duty	Other	Rate 1 thru 4	✗ if Yes
Task 21	Maintains and develops optimal working relationships with contracting hospitals and other community health care providers	4 Very Important	<input checked="" type="checkbox"/>
Task 22	Provides direct patient care to meet facility requirements; care provided may be consultative in assisting other primary care providers or as needed may be direct primary care as required to meet facility care obligations	4 Very Important	<input checked="" type="checkbox"/>
Task 23		Select one	<input type="checkbox"/>
Task 24		Select one	<input type="checkbox"/>
Task 25		Select one	<input type="checkbox"/>
21. Accountability – Scope of Control and Influence			
21a. Provide examples of the resources and/or policies that are controlled and influenced. Has authority over utilization decisions that affect a significant portion of the facility Health Services budget.			
21b. Describe the scope of accountability. Has direct responsibility for the quality of medical care and shared responsibility, along with the Health Services Manager, for the overall quality of clinical services at the facility/facilities			

21c. **Describe the potential impact of error or consequence of error (impacts to unit, division, agency, state).**

Liability risk for medical negligence and all other issues of health care quality; unnecessary health care expenditures

22. Financial Dimensions

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources managed by the position and what type of influence/impact it has over those sources.

22a. **Operating budget controlled**

See 21a above; does not have direct control of budget but authorization decisions affect a significant portion of the facility Health Services budget

22b. **Other financial influences/impacts**

This position reviews and approves levels of clinical services for on-site specialists and off-site care which represents a significant portion of facility health care costs.

23. Position Responsibilities

23a. **Supervisory Position:**

No Yes

If **yes**, list the total full time equivalents managed (FTE's) and the title of the highest position managed:

FTE's: **Up to 10** Highest position title: **Physician 3**

23b. **Individual Contributor** (The primary reason for the position's existence is to utilize a particular specialty or area of expertise. Managing people or programs is incidental or non-existent):

No Yes

If **yes**, what is the area of specialty or expertise? **Provide physician services and oversee services of all facility medical providers.**

24. Decision Making and Policy Impact

24a. **Explain the position's policy impact (applying, developing or determining how the agency will implement).**

This position contributes to developing and implementing policies relating to provision of medical services

24b. **Is the position responsible for making significant recommendations due to expertise or knowledge? If yes, provide examples of the types of recommendations made and to whom.**

This position is the final authority at the facility level on questions of appropriateness and quality of medical care, including systematic issues of care delivery and medical management of individual cases. This position is also responsible for recommending strategies for optimal coordination of multidisciplinary health care at the facility level. This position is responsible for contributing to clinical policy decisions at the agency level, by way of consultation with the Chief Medical Officer, participation in the Facility Medical Directors conference, and participation in the Health Services Extended Leadership Team.

24c. **Explain the major decision-making responsibilities this position has full authority to make.**

This position is the final clinical authority at the facility level for medical case management, including clinical decision-making and authorization for utilization of medical services

The incumbent in this position takes the following decisions to the manager:

Issues of resource management and interdisciplinary integration for the purpose of optimizing health care at the facility level. Policy and procedural issues are brought to the facility Health Services Managers, the Chief Medical Officer, and the Health Services Extended Leadership Team.

24d. **Describe whether decisions are of a tactical or strategic nature and how decisions are made. For example, is there known precedent, is it somewhat unfamiliar, or unknown and unexplored?**

Facility resource management decisions are primarily strategic and undertaken in collaboration with Health Services Managers, facility Superintendents, and Headquarters Health Services administrative leadership.

24e. **What are the risks or consequences of the recommendations or decisions?**

Constitutional, medical negligence, and other legal liability and waste/misuse of funds and other resources allocated to health care.

25. Qualifications – Knowledge, Skills, Abilities and Competencies

Identify the education, experience, licenses, certifications, and competencies required and desired to perform the tasks listed in [Section 20](#). Describe below. Complete the remaining columns as follows:

- **Importance** - Rate how important the qualification or competency is to the position.
- **Distinguish** - Choose “Yes” if the qualification is valuable for distinguishing between superior and acceptable performance. Choose “No” if not.
- **Needed at Entry** - Choose “Yes” if the qualification is **required** at the time of hire. Choose “No” if the qualification or competency is **desired** and can or will be learned on the job.
- **Relevant Task Number** - For each qualification below, enter the corresponding task number(s). Effective performance of a task may require more than one qualification. Every qualification must be linked to at least one important work activity.

25a. Description of Education, Experience, and Job-Specific Competencies	Importance (1 – 4)	Distinguish (Y/N)	Needed at Entry (Y/N)	Relevant Task No.
Medical Doctor (MD) of Doctor of Osteopathic Medicine (DO) from an accredited School of Medicine AND completion of an ACGME/ABOM accredited residency program	4 Very Important	Yes	Yes	1-4, 7-9,10-12,14-17,22
Board certification in an ABMS /ABOM certified specialty with Internal Medicine preferred. Board eligible physicians may be considered with continued employment contingent upon achieving board certification within 24 months of hiring date (unless the incumbent employee was in the position prior to December 31, 2019) Board certification must be maintained by the employee as a requirement for continued employment (unless the incumbent employee was in the position prior to December 31,2019).	4 Very Important	Yes	Yes	1-7,9,11,12,16,17,21
Unrestricted license to practice medicine in Washington State	4 Very Important	Yes	Yes	1-4,7-9,10-12,14-17,22
Unrestricted DEA license with waiver to prescribe buprenorphine for opioid use disorder. Physicians without an active buprenorphine waiver will be considered however continued employment will be contingent upon receipt of waiver within 60 days of hiring date.	4 Very Important	Yes	Yes	1-4,7-9,10-12,14-17,22
BLS Certified	4 Very Important	Yes	Yes	1-4,7-9,10-12,14-17,22
Experience supervising and/or directing health care delivery operations	4 Very Important	Yes	Yes	1-7,9,11,12,16,17,21
	Select one			
	Select one			

25b. Justification of Stated Qualifications

Briefly describe the basis for requiring specific qualifications (other than legal requirements). Explanations should include supportable reasons such as:

- Cost, timeframe, and feasibility of training someone who lacks the qualifications.
- Cost to the agency of previous errors made by non-credentialed employees.
- How the required qualifications provide assurance of a minimum level of competency to perform the job.

Given the clinical leadership requirements of this position, possessing credentials as a highly qualified physician is essential for this position. Demonstrated leadership ability is also vital to the role.

25c. **AGENCY VALUES FOR ALL EMPLOYEES**

All staff entering into employment with the Department of Corrections must possess the following values at the time of hire:

Cultivate an environment of integrity and trust: Corrections values partnership and trust. We foster openness and support courageous conversations. We are committed to doing what we say we are going to do by being accountable and taking personal ownership in our actions.

Respectful and inclusive interactions: Corrections appreciates and values individuals by promoting an inclusive and diverse environment, which encourages safety. We respect, value, and listen to the thoughts, feelings, and perspectives of our stakeholders and consider the impact on those we serve as well as each other.

People's safety: Corrections believes in creating an environment that values physical, mental, and emotional security and well-being. We honor those who advance safety for all.

Positivity in words and actions: At Corrections, we assume positive intentions and believe there is a shared desire for the best outcome. We consistently demonstrate positive behavior and always put forth our best effort.

Supporting people's success: Corrections is committed to our community – understanding individuals, instilling hope, embracing change, and providing opportunities.

[Competency descriptions](#) may be found on the iDOC website and on the Performance Development Plan expectations.

26. Conditions of Employment

List special requirements or conditions of employment beyond the qualifications above.

Maintain regular and reliable attendance.

Complete a felony disclosure form prior to employment and submit to a criminal background check.

Successfully complete, within mandated timeframes, employee orientation and all other mandatory annual, in-service and other required training.

Provide physical residential address and home telephone number to the Department of Corrections.

Become familiar and comply with all DOC policies and procedures and Collective Bargaining Agreements as applicable.

[Follow and/or administer all policies, procedures, and protocols related to the health care needs of patients.](#)

27. Working Conditions

Describe the working environment (e.g., indoor/outdoor, safety requirements, use of equipment, exposure to weather, noise, health risks) and schedule (e.g., work hours, travel requirements) of the position.

Work Setting, including hazards:	This position works within an adult correctional prison facility and as such will be providing medical care to incarcerated individuals.
----------------------------------	--

Schedule (i.e., hours and days):	Assigned hours of work: Hours 0800-1630 Days off Weekends
----------------------------------	---

Travel Requirements:	Occasional travel is required to attend statewide meetings, participate in workgroups, and conduct facility audits.
----------------------	---

Tools and Equipment:	DOC cellphone, telephone, computer, printer, and basic medical equipment used within health care settings
----------------------	---

Customer Relations:	Serve as a professional representative of DOC to the public.
---------------------	--

Other:	Must dress appropriately for the managerial level of the position and the work setting. DOC facilities and vehicles are smoke and tobacco free.
--------	--

28. Continuity of Operations Plans (COOP) Designation – For Disaster or Emergency Recovery

For more information see: [COOP and Critical Positions](#)

Is this position critical based on agency COOP? Yes No

If **yes**, describe how the position supports the agency COOP Critical Functions:

[This position is the medical director at a large correctional facility and will be a key resource in managing any mass](#)

casualty incident or infectious disease outbreak.

Acknowledgement of Position Description

The signature below indicates that the job duties as defined above are an accurate reflection of the work performed by this position.

Date:	Supervisor's Name and Title (required):	Supervisor's Signature (required):
-------	---	------------------------------------

As the incumbent in this position, I have received a copy of this position description.

Date:	Employee's Signature:
-------	-----------------------

Appointing Authority Acknowledgement

Approved for review by the WMS Committee

Not approved for review by the WMS Committee

Comments:

Indicate reason(s):

If approved, send original request to the WMS Coordinator.

If **not** approved, send a *copy* of this request to the WMS Coordinator.

Yes, the original request was sent to WMS Coordinator.

Yes, a copy of this request was sent to WMS Coordinator.

Date:	Appointing Authority's Name and Title:	Signature (required):
-------	--	-----------------------

Human Resources Acknowledgement – For updates only			
Date:	HR Designee Name:	HR Designee Title:	HR Designee Signature:

WMS Committee Acknowledgement		
Date:	WMS Coordinator Name:	WMS Coordinator Title:
Date:	Committee Member Name:	Committee Member Title:

¹ **Reference for Page 1, Section 17**

Flexible workweek: Allows some flexibility in starting and ending times outside the agency's normal work hrs.

PE=Position Eligible NE=Not Eligible

Compressed workweek: An alternative schedule that allows full-time employees in the position to eliminate at least one work day every two weeks by working longer hours during the remaining days, resulting in less commute trips.

PE=Position Eligible NE=Not Eligible

Telework: The practice of working from home or other alternative locations closer to home through the use of technology which allows the employee to access normal work material (email, telephone, electronic documents, etc.). Telework may be scheduled or done on an ad hoc basis. PE: Position Eligible NE=Not Eligible

Competency Examples

Competency Title	Description
Communication	
Listening	Understands and learns from what others say.
Reading Comprehension	Grasps the meaning of information written in English, and applies it to work situations.
Speaking	Conveys ideas and facts orally using language the audience will best understand.
Writing	Conveys ideas and facts in writing using language the reader will best understand.
Cognition	
Analysis/Reasoning	Examines data to grasp issues, draw conclusions, and solve problems.
Creative & Innovative Thinking	Develops fresh ideas that provide solutions to all types of workplace challenges.
Decision Making & Judgment	Makes timely, informed decisions that take into account the facts, goals, constraints, and risks.
Mathematical Reasoning	Uses mathematical techniques to calculate data or solve practical problems.
Problem Solving	Resolves difficult or complicated challenges.
Researching Information	Identifies, collects, and organizes data for analysis and decision-making.
Personal Effectiveness	
Adaptability & Flexibility	Adapts to changing business needs, conditions, and work responsibilities.
Attention to Detail	Diligently attends to details and pursues quality in accomplishing tasks.
Customer Focus	Builds and maintains customer satisfaction with the products and services offered by the organization.
Development & Continual Learning	Displays an ongoing commitment to learning and self-improvement.
Results Focus & Initiative	Focuses on results and desired outcomes and how best to achieve them. Gets the job done.
Self Management	Manages own time, priorities, and resources to achieve goals.
Stress Tolerance	Maintains composure in highly stressful or adverse situations.
Tact	Diplomatically handles challenging or tense interpersonal situations.

Interaction With Others	
Influencing Others	Influences others to be excited and committed to furthering the organization's objectives.
Teamwork	Promotes cooperation and commitment within a team to achieve goals and deliverables.
Valuing Diversity	Helps create a work environment that embraces and appreciates diversity.
Occupational	
Advocating Causes	Influences others to act in support of ideas, programs, or causes.
Enforcing Laws, Rules, & Regulations	Enforces governmental laws, rules, and regulations, and initiates enforcement actions in a way that the public perceives as fair, objective, and reasonable.
Facilitating Groups	Enables cooperative and productive group interactions.
Gaining Voluntary Compliance	Convinces others to follow recommendations and advice to bring them into compliance with regulations, standards, or policies
Interviewing Others	Asks questions in ways that enhance the clarity, quality, and reliability of information.
Managing Projects or Programs	Structures and directs others' work on projects or programs.
Mediating Disputes	Helps others resolve complex or sensitive disagreements and conflicts.
Negotiating Agreements	Reaches deals or compromises.
Operating Equipment	Uses tools, machines, and vehicles to transport goods or people, or to create work products.
Providing Consultation	Partners with clients to identify and resolve complex or sensitive issues.
Training & Presenting Information	Formally delivers information to groups.