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**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**BUSINESS MANAGER**

**LEVEL 6**



TVET CDACC

P.O. BOX 15745-00100

NAIROBI

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## Table of Content

[Table of Content i](#_Toc529015595)

[Acronyms vii](#_Toc529015596)

[Key to Unit Code viii](#_Toc529015597)

[Course Description ix](#_Toc529015598)

[Basic Units of Competency 1](#_Toc529015599)

[Demonstrate Communication Skills 2](#_Toc529015600)

[Demonstrate Numeracy Skills 9](#_Toc529015601)

[Demonstrate Digital Literacy 18](#_Toc529015602)

[Demonstrate Employability Skills 26](#_Toc529015603)

[Demonstrate Environmental Literacy 44](#_Toc529015604)

[Demonstrate Occupational Safety and Health Practices 50](#_Toc529015605)

[Common Units of Competency 58](#_Toc529015606)

[Manage Business Research and Development 59](#_Toc529015607)

[Core Units of Competency 68](#_Toc529015608)

[Coordinate Human Resource Functions 69](#_Toc529015609)

[Maintain Customer Experience 84](#_Toc529015610)

[Carry Out Corporate Image Strategies 96](#_Toc529015611)

[Maintain Business Assets and Liabilities 107](#_Toc529015612)

[Control Business Risks 116](#_Toc529015613)

[Coordinate Information Communication Technology 126](#_Toc529015614)

FOREWORD

The provision of quality education and training is fundamental to the Government’s overall strategy for social economic development. Quality education and training will contribute to achievement of Kenya’s development blueprint, Vision 2030 and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution of Kenya 2010 and this resulted to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency-based curriculum for Business Manager. These Occupational Standards will also be the bases for assessment of an individual for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the Business management sector’s growth and development.

**PRINCIPAL SECRETARY**

**VOCATIONAL AND TECHNICAL TRAINING**

**MINISTRY OF EDUCATION**

PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a high-quality life to all its citizens by the year 2030”. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labor force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Business Management Sector Skills Advisory Committee (SSAC have developed these Occupational Standards for Business Manager. These standards will be the bases for development of competency-based curriculum for Business Manager Level 6.

The Occupational Standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, Business management SSAC, expert workers and all those who participated in the development of these Occupational Standards.

**PROF. CHARLES M. M. ONDIEKI, PHD, FIET (K), CON. ENG. TECH.**

**CHAIRMAN, TVET CDACC**

ACKNOWLEDGMENT

These Occupational Standards were developed through combined effort of various stakeholders from private and public organizations. I am thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to Business Management Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards. I thank all the individuals and organizations who participated in the validation of these Standards.

My gratitude also goes to the Ministry of Commerce which enabled the development of these Standards through the industry experts.

I acknowledge all other institutions which in one way or another contributed to the development of these Standards.

**CHAIRMAN**

**BUSINESS SECTOR SKILLS ADVISORY COMMITTEE**

## ACRONYMS

|  |  |
| --- | --- |
| TVET | Technical and Vocational Education and Training |
| CDACC | Curriculum Development, Assessment and Certification Council |
| ICT | Information Communication Technology |
| SWOT | Strength Weaknesses Opportunities and Threats |
| IPR | Intellectual Properties Rights |
| QMS | Quality Management System |
| CRM | Customer Relationship Management |
| CSR | Corporate Social Responsibility |
| ERM | Enterprise Resource Management |
| ERP | Enterprise Resource Planning |
| SOP | Standard Operating Procedures |
| PR | Public Relations |
| ISO | International Standards Organization |

## KEY TO UNIT CODE

**BUS /OS /BM /BC /01/ 6**

Industry or sector

Occupational Standards

Occupational area

Type of competency

Competency number

Competency level

## COURSE DESCRIPTION

The Business Manager Certificate Level 6 Qualifications consist of competencies that an individual must achieve to enable him/her to perform business management. The qualification consists of the following basic, common and core competencies:

**Basic Competencies**

1. Demonstrate communication skills
2. Demonstrate numeracy skills
3. Demonstrate digital literacy
4. Demonstrate employability skills
5. Demonstrate environmental literacy
6. Demonstrate occupational safety and health practices

**Common Units of Competency**

1. Manage business research and development

**Core Competencies**

1. Coordinate human resource functions
2. Maintain customer experience
3. Carry out corporate image strategies
4. Maintain business assets and liabilities
5. Control business risks
6. Coordinate information communications technology

## BASIC UNITS OF COMPETENCY

# DEMONSTRATE COMMUNICATION SKILLS

**UNIT CODE:** LOG/OS/AO/BC/01/6/A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate communication skills. It involves meeting communication needs of clients and colleagues, developing communication strategies, establishing and maintaining communication pathways, conducting interviews, facilitating group discussion and representing the organization.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Meet communication needs of clients and colleagues | 1. Specific communication needs of clients and colleagues are identified and met based on workplace requirements 2. Different communication approaches are identified and applied according to clients’ needs 3. Conflict is identified and addressed as per the standards of the organization |
| 1. Develop communication strategies | * 1. Strategies for effective internal and external dissemination of information are developed as per organization’s requirements   2. Special communication needs are considered in developing strategies according workplace procedures   3. ***Communication strategies*** are analyzed, evaluated and revised based the workplace needs |
| 1. Establish and maintain communication pathways | * 1. Pathways of communication are established as per organization policy   2. Pathways are maintained and reviewed according to organization procedures |
| 1. Promote use of communication strategies | * 1. Information is provided to all areas of the organization as per strategy requirements   2. Effective communication techniques are articulated and modeled according work requirements   3. Personnel are given guidance about adapting communication strategies as per organization procedures |
| 1. Conduct interview | 1. A range of appropriate communication strategies are employed in ***interview situations*** based on the workplace requirements 2. Records of interviews are made and maintained in accordance with organizational procedures 3. Effective questioning, listening and nonverbal communication techniques are used as per needs |
| 1. Facilitate group discussion | 1. Mechanisms to enhance ***effective group interaction*** are identified and implemented according to workplace requirements 2. Strategies to encourage group participation are identified and used as per organizations’ procedures 3. Meetings objectives and agenda are set and followed based on workplace requirements 4. Relevant information is provided and feedback obtained according to set protocols 5. Evaluation of group communication strategies is undertaken in accordance with workplace guidelines 6. Specific communication needs of individuals are identified and addressed as per individual needs |
| 1. Represent the organization | 1. 7Relevant presentation are researched and presented based on internal or external communication forums requirements 2. Presentation is delivered in a clear and sequential manner as per the predetermined time 3. Presentation is made as per appropriate media 4. Difference views are respected based on workplace procedures 5. Written communication is done as per organizational standards 6. Inquiries are responded according to organizational standard |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Communication strategies may include but not limited to: | * Language switch * Comprehension check * Repetition * Asking confirmation * Paraphrase * Clarification request * Translation * Restructuring * Approximation * Generalization |
| 1. Effective group interaction may include but not limited to: | * Identifying and evaluating what is occurring within an interaction in a nonjudgmental way * Using active listening * Making decision about appropriate words, behavior * Putting together response which is culturally appropriate * Expressing an individual perspective * Expressing own philosophy, ideology and background and exploring impact with relevance to communication |
| 1. Situations may include but not limited to: | * Establishing rapport * Eliciting facts and information * Facilitating resolution of issues * Developing action plans * Diffusing potentially difficult situations |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Active listening
* Interpretation
* Negotiation
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Communication process
* Dynamics of groups
* Styles of group leadership
* Key elements of communications strategy

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Direct observation 2. Oral questioning 3. Written texts |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE NUMERACY SKILLS

**UNIT CODE:** LOG/OS/AO/BC/02/6/A

**UNIT DESCRIPTION**

This unit describes the competencies required to demonstrate numeracy skills. It involves; applying a wide range of mathematical calculations for work; applying ratios, rates and proportions to solve problems; estimating, measuring and calculating measurement for work; using detailed maps to plan travel routes for work; using geometry to draw and construct 2D and 3D shapes for work; collecting, organizing and interpreting statistical data; using routine formula and algebraic expressions for work and using common functions of a scientific calculator.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range.*** |
| 1. Apply a wide range of mathematical calculations for work | * 1. Mathematical information embedded in a range of workplace tasks and texts is extracted as per workplace procedures.   2. Mathematical information is interpreted and comprehended as per job specifications   3. A range of mathematical and problem solving processes are selected and used as per job specification   4. Different forms of fractions, decimals and percentages are flexibly used as per SOPs   5. Calculation performed with positive and negative numbers as per SOPs   6. Numbers are expressed as powers and roots and are used in calculations as per SOPs   7. Calculations done using routine formulas as per SOPs   8. Estimation and assessment processes are used to check outcome as per workplace procedures   9. Mathematical language is used to discuss and explain the processes, results and implications of the task as per workplace procedures |
| 1. Use and apply ratios, rates and proportions for work | * 1. Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts as per SOPs   2. Mathematical information related to ratios, rate and proportions is analysed as per SOPs   3. Problem solving processes are used to undertake the task as per workplace procedures   4. Equivalent ratios and rates are simplified as per SOPs   5. Quantities are calculated using ratios, rates and proportions as per SOPS   6. Graphs, charts or tables are constructed to represent ratios, rates and proportions as per SOPs   7. The outcomes reviewed and checked as per job specifications   8. Information is record using mathematical language and symbols as per workplace procedures |
| 1. Estimate, measure and calculate measurement for work | * 1. Measurement information embedded in workplace texts and tasks are extracted and interpreted as per job specifications   2. Appropriate workplace measuring equipment are identified and selected as per job specifications   3. Accurate measurements are estimated and made as per SOPs   4. The area of ***2D shapes*** including compound shapes are calculated as per SOPs   5. The volume of 3D shapes is calculated using relevant formulas as per SOPs   6. Sides of right angled triangles are calculated using Pythagoras’ theorem as per SOPs   7. conversions are perform between units of measurement as per job specification   8. Problem solving processes are used to undertake the task as per workplace Procedures   9. The measurement outcomes are reviewed and checked as per workplace procedures   10. Information is recorded using mathematical language and symbols appropriate for the task as per workplace procedures |
| 1. Use detailed maps to plan travel routes for work | * 1. Different types of maps are identified and interpreted as per job requirements   2. Key features of maps are identified as per job requirements   3. Scales are identified and interpreted as per job requirements   4. Scales are applied to calculate actual distances   5. Positions or locations are determined using directional information as per job requirements   6. Routes are planned by determining directions and calculating distances, speeds and times as per job requirements   7. Information is gathered and identified and relevant factors related to planning a route checked as per job requirements   8. Relevant equipment is select and checked for accuracy and operational effectiveness as per job requirements   9. Task is planned and recorded using specialized mathematical language and symbols appropriate for the task as per job requirements |
| 1. Use geometry to draw 2D shapes and construct 3D shapes for work | * 1. A range of 2D shapes and 3D shapes and their uses in work contexts is identified as per job specifications   2. Features of 2D and 3D shapes are named and described as per job specifications   3. Types of angles in 2D and 3D shapes are identified as per job specifications   4. Angles are drawn, estimated and measured using geometric instruments as per job requirements   5. Angle properties of 2D shapes are named and identified as per SOPs   6. Angle properties are used to evaluate unknown angles in shapes as per SOPs   7. Properties of perpendicular and parallel lines are applied to shapes as per SOPs   8. Understanding and use of symmetry is demonstrated as per SOPs   9. Understanding and use of similarity is demonstrated as per SOPs   10. The workplace tasks and mathematical processes required are identified as per workplace procedures   11. 2D shapes is drawn for work as per job specification   12. 3D shapes is constructed for work as per job specification   13. The outcomes are reviewed and checked as per workplace procedures   14. Specialized mathematical language and symbols appropriate for the task are used as per SOPs |
| 1. Collect, organize, and interpret statistical data for work | * 1. Workplace issue requiring investigation are identified as per workplace procedures   2. Audience / population / sample unit is determined as per workplace procedures as per workplace procedures   3. Data to be collected is identified as per workplace procedures   4. Data collection method is selected as per workplace procedures   5. Appropriate statistical data is collected and organized as per SOPs   6. Data is illustrated in appropriate formats as per SOPs   7. The effectiveness of different types of graphs are compared as per SOPs   8. The summary statistics for collected data is calculated as per SOPs   9. The results / findings are interpreted as per SOPs   10. Data is checked to ensure that it meets the expected results and content as per workplace procedures   11. Information from the results including tables, graphs and summary statistics is extracted and interpreted as per workplace procedure   12. Mathematical language and symbols are used to report results of investigation as per workplace procedure |
| 1. Use routine formula and algebraic expressions for work | * 1. Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated as per SOPs   2. Simple algebraic expressions and equations are developed as per job specification   3. Operate on algebraic expressions as per job requirement   4. Algebraic expressions are simplified as per job requirement   5. Substitution into simple routine equations is done as per SOPs   6. Routine formulas used for work tasks are identified and comprehended as per SOPs   7. Routine formulas are evaluate by substitution as per SOPs   8. Routine formulas transposed as per SOPs   9. Appropriate formulas are identified and used for work related tasks as per workplace procedures   10. Outcomes are checked and result of calculation used as per workplace procedures |
| 1. Use common functions of a scientific calculator for work | * 1. Required numerical information to perform tasks is located as per job specification   2. The order of operations and function keys necessary to solve mathematical calculation are determined as per job specification   3. Function keys on a scientific calculator are identified and used as per SOPs   4. Estimations are referred to check reasonableness of problem solving process as per workplace procedures   5. Appropriate mathematical language, symbols and conventions are used to report results as per workplace procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. 2D shapes may include but not limited may include but not limited to: | * Triangles * Square * Rectangle * Triangle |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Measuring
* Logical thinking
* Computing
* Drawing of graphs
* Applying mathematical formulas
* Analytical

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Types of common shapes
* Differentiation between two dimensional shapes / objects
* Formulae for calculating area and volume
* Types and purpose of measuring instruments
* Units of measurement and abbreviations
* Fundamental operations (addition, subtraction, division, multiplication)
* Rounding techniques
* Types of fractions
* Different types of tables and graphs
* Meaning of graphs, such as increasing, decreasing, and constant value
* Preparation of basic data, tables & graphs

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE DIGITAL LITERACY

**UNIT CODE:** LOG/OS/AO/BC/03/6/A

**UNIT DESCRIPTION**

This unit describes competencies required to demonstrate digital literacy. It involves, identifying computer software and hardware, applying security measures to data, hardware, and software in automated environment, applying computer software in solving task, applying internet and email in communication at workplace, applying desktop publishing in official assignments and preparing presentation packages.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify appropriate computer software and hardware | * 1. Concepts of ICT are determined in accordance with computer equipment   2. Classifications of computers are determined in accordance with manufacturers specification   3. Appropriate computer software is identified according to manufacturer’s specification   4. Appropriate computer hardware is identified according to manufacturer’s specification   5. Functions and commands of operating system are determined in accordance with manufacturer’s specification |
| 1. Apply security measures to data, hardware, software in automated environment | * 1. ***Data security and privacy are classified*** in accordance with the prevailing technology   2. ***Security threats*** reidentified ***and control measures*** are applied in accordance with laws governing protection of ICT   3. Computer threats and crimes are detected in accordance to Information Management security guidelines   4. Protection against computer crimes is undertaken in accordance with laws governing protection of ICT |
| 1. Apply computer software in solving tasks | * 1. ***Word processing concepts*** are applied in resolving workplace tasks, report writing and documentation as per the job requirements   2. ***Word processing utilities*** are applied in accordance with workplace procedures   3. Worksheet layout is prepared in accordance with work procedures   4. Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures   5. Continuous data manipulated on worksheet is undertaken in accordance with work requirements   6. Database design and manipulation is undertaken in accordance with office procedures   7. Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures |
| 1. Apply internet and email in communication at workplace | * 1. Electronic mail addresses are opened and applied in workplace communication in accordance with office policy   2. Office internet functions are defined and executed in accordance with office procedures   3. ***Network configuration*** is determined in accordance with office operations procedures   4. Official World Wide Web is installed and managed according to workplace procedures |
| 1. Apply Desktop publishing in official assignments | * 1. Desktop publishing functions and tools are identified in accordance with manufactures specifications   2. Desktop publishing tools are developed in accordance with work requirements   3. Desktop publishing tools are applied in accordance with workplace requirements   4. Typeset work is enhanced in accordance with workplace standards |
| 1. Prepare presentation packages | * 1. Types of presentation packages are identified in accordance with office requirements   2. Slides are created and formulated in accordance with workplace procedures   3. Slides are edited and run-in accordance with work procedures   4. Slides and handouts are printed according to work requirements |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Appropriate computer hardware may include but not limited to: | Collection of physical parts of a computer system such as:   * Computer case, monitor, keyboard, and mouse * All the parts inside the computer case, such as the hard disk drive, motherboard and video card |
| 1. Data security and privacy may include but not limited to: | * Confidentiality of data * Cloud computing * Integrity -but-curious data surfing |
| 1. Security and control measures may include but not limited to: | * Counter measures against cyber terrorism * Risk reduction * Cyber threat issues * Risk management * Pass-wording |
| 1. Security threats may include but not limited to: | * Cyber terrorism * Hacking |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical skills
* Interpretation
* Typing
* Communication
* Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
* Using calculator
* Basic ICT skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Software concept
* Functions of computer software and hardware
* Data security and privacy
* Computer security threats and control measures
* Technology underlying cyber-attacks and networks
* Cyber terrorism
* Computer crimes
* Detection and protection of computer crimes
* Laws governing protection of ICT
* Word processing;
* Functions and concepts of word processing.
* Documents and tables creation and manipulations
* Mail merging
* Word processing utilities
* Spread sheets;
* Meaning, formulae, function and charts, uses and layout
* Data formulation, manipulation and application to cells
* Database;
* Database design, data manipulation, sorting, indexing, storage retrieval and security
* Desktop publishing;
* Designing and developing desktop publishing tools
* Manipulation of desktop publishing tools
* Enhancement of typeset work and printing documents
* Presentation Packages;
* Types of presentation Packages
* Creating, formulating, running, editing, printing and presenting slides and handouts
* Networking and Internet;
* Computer networking and internet.
* Electronic mail and world wide web
* Emerging trends and issues in ICT;
* Identify and integrate emerging trends and issues in ICT
* Challenges posed by emerging trends and issues

**EVIDENCE** **GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified and controlled security threats   2. Detected and protected computer crimes   3. Applied word processing in office tasks   4. Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures   5. Opened electronic mail for office communication as per workplace procedure   6. Installed internet and World Wide Web for office tasks in accordance with office procedures   7. Integrated emerging issues in computer ICT applications   8. Applied laws governing protection of ICT |
| 1. Resource Implications | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE ENTREPRENEURIAL SKILLS**

**UNIT CODE :** LOG/OS/AO/BC/04/6/A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate understanding of entrepreneurship. It involves demonstrating understanding of an entrepreneur, entrepreneurship, and self-employment, identifying entrepreneurship opportunities, creating entrepreneurial awareness, applying entrepreneurial motivation, developing business innovative strategies and developing business plan.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT** | **PERFORMANCE CRITERIA** |
| 1. Demonstrate understanding of an Entrepreneur | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship 3. Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship 4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship 5. Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship |
| 1. Demonstrate understanding of Entrepreneurship and self-employment | 1. Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship 2. Importance of self-employment is analysed based on business procedures and strategies 3. ***Requirements for entry into self-employment*** are identified according to business procedures and strategies 4. Role of an Entrepreneur in business is determined according to business procedures and strategies 5. Contributions of Entrepreneurs to National development are identified as per business procedures and strategies 6. Entrepreneurship culture in Kenya is explored as per business procedures and strategies 7. Born or made Entrepreneurs are distinguished as per entrepreneurial traits |
| 1. Identify Entrepreneurship opportunities | 1. Sources of business ideas are identified as per business procedures and strategies 2. Business ideas and opportunities are generated as per business procedures and strategies 3. Business life cycle is analysed as per business procedures and strategies 4. Legal aspects of business are identified as per procedures and strategies 5. Product demand is assessed as per market strategies 6. Types of ***business environment*** are identified and evaluated as per business procedures 7. Factors to consider when evaluating business environment are explored based on business procedure and strategies 8. Technology in business is incorporated as per best practice |
| 1. Create entrepreneurial awareness | 1. ***Forms of businesses*** are explored as per business procedures and strategies 2. Sources of business finance are identified as per business procedures and strategies 3. Factors in selecting source of business finance are identified as per business procedures and strategies 4. ***Governing policies*** on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies 5. Problems of starting and operating SSEs are explored as per business procedures and strategies |
| 1. Apply entrepreneurial motivation | 1. ***Internal and external motivation*** factors are determined in accordance with motivational theories 2. Self-assessment is carried out as per entrepreneurial orientation 3. Effective communications are carried out in accordance with communication principles 4. Entrepreneurial motivation is applied as per motivational theories |
| 1. Develop innovative business strategies | 1. Business innovation strategies are determined in accordance with the organization strategies 2. Creativity in business development is demonstrated in accordance with business strategies 3. ***Innovative business strategies*** are developed as per business principles 4. Linkages with other entrepreneurs are created as per best practice 5. ICT is incorporated in business growth and development as per best practice |
| 1. Develop Business Plan | 1. Identified Business is described as per business procedures and strategies 2. Marketing plan is developed as per business plan format 3. Organizational/Management plan is prepared in accordance with business plan format 4. Production/operation plan in accordance with business plan format 5. Financial plan is prepared in accordance with the business plan format 6. Executive summary is prepared in accordance with business plan format 7. Business plan is presented as per best practice |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Internal and external motivation may include but not limited to: | * Interest * Passion * Freedom * Prestige * Rewards * Punishment * Enabling environment * Government policies |
| 1. Business environment may include but not limited to: | * External * Internal * Intermediate |
| 1. Forms of businesses may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Governing policies may include but not limited to: | * Increasing scope for finance * Promoting cooperation between entrepreneurs and private sector * Reducing regulatory burden on entrepreneurs * Developing IT tools for entrepreneurs |
| 1. Innovative business strategies may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical
* Management
* Problem-solving
* Root-cause analysis
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care strategies
* Basic financial management
* Business strategic planning
* Impact of change on individuals, groups and industries
* Government and regulatory processes
* Local and international market trends
* Product promotion strategies
* Market and feasibility studies
* Government and regulatory processes
* Local and international business environment
* Relevant developments in other industries
* Regional/ County business expansion strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | 1. Assessment requires evidence that the candidate: 2. Distinguished entrepreneurs and businesspersons correctly 3. Identified ways of becoming an entrepreneur appropriately 4. Explored factors affecting entrepreneurship development appropriately 5. Analysed importance of self-employment accurately 6. Identified requirements for entry into self-employment correctly 7. Identified sources of business ideas correctly 8. GeneratedBusiness ideas and opportunities correctly 9. Analysed business life cycle accurately 10. Identified legal aspects of business correctly 11. Assessed product demand accurately 12. Determined Internal and external motivation factors appropriately 13. Carried out communications effectively 14. Identified sources of business finance correctly 15. Determined Governing policy on small scale enterprise appropriately 16. Explored problems of starting and operating SSEs effectively 17. Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly 18. Prepared executive summary correctly 19. Determined business innovative strategies appropriately 20. Presented business plan effectively |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | 1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio of Evidence |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE EMPLOYABILITY SKILLS

**UNIT CODE:** LOG/OS/AO/BC/05/6/A

**UNIT DESCRIPTON**

This unit covers competencies required to demonstrate employability skills. It involves conducting self-management, demonstrating interpersonal communication, critical safe work habits, leading a workplace team, planning and organizing work, maintaining professional growth and development, demonstrating workplace learning, problem solving skills and managing ethical performance.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Conduct self-management | 1. Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 2. Emotional intelligence is demonstrated as per workplace requirements. 3. Individual performance is evaluated and monitored according to the agreed targets. 4. Assertiveness is developed and maintained based on the requirements of the job. 5. Accountability and responsibility for own actions are demonstrated based on workplace instructions. 6. Self-esteem and a positive self-image are developed and maintained based on values. 7. Time management, attendance and punctuality are observed as per the organization policy. 8. Goals are managed as per the organization’s objective 9. Self-strengths and weaknesses are identified based on personal objectives |
| 1. Demonstrate interpersonal communication | 1. Writing skills are demonstrated as per communication policy 2. Negotiation and persuasion skills are demonstrated as per communication policy 3. Internal and external stakeholders’ needs are identified and interpreted as per the communication policy 4. Communication networks are established based on workplace policy 5. Information is shared as per communication policy |
| 1. Demonstrate critical safe work habits | * 1. Stress is managed in accordance with workplace policy.   2. Punctuality and time consciousness is demonstrated in line with workplace policy.   3. Personal objectives are integrated with organization goals based on organization’s strategic plan.   4. ***Resources*** are utilized in accordance with workplace policy.   5. Work priorities are set in accordance to workplace goals and objectives.   6. Leisure time is recognized and utilized in line with personal objectives.   7. ***Drugs and substances of abuse*** are identified and avoided based on workplace policy.   8. HIV and AIDS prevention awareness is demonstrated in line with workplace policy.   9. Safety consciousness is demonstrated in the workplace based on organization safety policy.   10. ***Emerging issues*** are identified and dealt with in accordance with organization policy. |
| 1. Lead a workplace team | 1. Performance targets for the ***team*** are set based on organization’s objectives 2. Duties are assigned in accordance with the organization policy. 3. ***Forms of communication*** in a team are established according to organization’s policy. 4. Team performance is evaluated based on set targets as per workplace policy. 5. Conflicts are resolved between team members in line with organization policy. 6. Gender related issues are identified and mainstreamed in accordance workplace policy. 7. Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010. 8. Healthy relationships are developed and maintained in line with workplace. |
| 1. Plan and organize work | 1. Work plans are prepared based on activities and budget. 2. Assigned tasks are interpreted and expectations identified as per the workplace instructions. 3. Task occupational safety and health requirements are identified and observed regulations. 4. Work resources are identified, mobilized, allocated and utilized based on organization work plans. 5. Work activities are monitored and evaluated in line with work plans and workplace policy. 6. Work plans are reviewed based on target and available resources. |
| 1. Maintain professional growth and development | * 1. Personal training needs are identified and assessed in line with the requirements of the job.   2. ***Training and career opportunities*** are identified and utilized based on job requirements.   3. Resources for training are mobilized and allocated based organizations and individual skills needs.   4. Licensees and certifications relevant to job and career are obtained and renewed as per policy.   5. Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives.   6. Recognitions are sought as proof of career advancement in line with professional requirements. |
| 1. Demonstrate workplace learning | * 1. Learning opportunities are sought and managed based on job requirement and organization policy.   2. Improvement in performance is demonstrated based on courses attended.   3. Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job   4. Time and effort is invested in learning new skills based on job requirements   5. Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy.   6. New systems are developed and maintained in accordance with the requirements of the job.   7. Awareness of personal role in workplace ***innovation*** is demonstrated based on requirements of the job. |
| 1. Demonstrate problem solving skills | * 1. Creative, innovative and practical solutions are developed based on the problem   2. Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job.   3. Team problems are solved as per the workplace guidelines   4. Problem solving strategies are applied as per the workplace guidelines   5. Problems are analyzed and assumptions tested as per the context of data and circumstances |
| 1. Manage ethical performance | * 1. Policies and guidelines are observed as per the workplace requirements   2. Self-worth and professionalism is exercised in line with personal goals and organizational policies   3. Code of conduct is observed as per the workplace requirements   4. Integrity is demonstrated as per legal requirement |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Drug and substance abuse may include but not limited to: | Commonly abused   * Alcohol * Tobacco * Miraa * Over-the-counter drugs * Cocaine * Bhang * Glue |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Forms of communication may include but not limited to: | * Written * Visual * Verbal * Non verbal * Formal and informal |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group |
| 1. Personal growth may include but not limited to: | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance |
| 1. Personal objectives may include but not limited to: | * Long term * Short term * Broad * Specific |
| 1. Trainings and career opportunities may includes but not limited to | * Participation in training programs * Serving as Resource Persons in conferences and workshops |
| 1. Resource may include may but not limited to: | * Human * Financial * Technology |
| 1. Innovation may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |
| 1. Emerging issues may include but not limited to: | * Terrorism * Social media * National cohesion * Open offices |
| 1. Range of media for learning may include but not limited to: | * Mentoring * peer support and networking * IT and courses |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Interpersonal
* Communication
* Critical thinking
* Organizational
* Negotiation
* Monitoring
* Evaluation
* Record keeping
* Problem solving
* Decision Making
* Resource utilization
* Resource mobilization

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Work values and ethics
* Company policies
* Company operations, procedures and standards
* Occupational Health and safety procedures
* Fundamental rights at work
* Workplace communication
* Concept of time
* Time management
* Decision making
* Types of resources
* Work planning
* Organizing work
* Monitoring and evaluation
* Record keeping
* Gender mainstreaming
* HIV and AIDS
* Drug and substance abuse
* Professional growth and development
* Technology in the workplace
* Innovation
* Emerging issues

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   * 1. Conducted self-management   2. Demonstrated interpersonal communication   3. Demonstrated critical safe work habits   4. Demonstrated the ability to lead a workplace team   5. Planned and organized work   6. Maintained professional growth and development   7. Demonstrated workplace learning   8. Demonstrated problem solving skills   9. Demonstrated the ability to manage performance ethically |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE ENVIRONMENTAL LITERACY

**UNIT CODE:** LOG/OS/AO/BC/06/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate environmental literacy. It involves, controlling environmental hazard and environmental pollution, demonstrating sustainable resource use, evaluating current practices in relation to resource usage, identifying environmental legislations/conventions for environmental concerns, implementing specific environmental programs, monitoring activities on environmental protection/Programs, analyzing resource use and developing resource conservation plans

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Control environmental hazard | 1. Storage methods for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 2. Disposal methods of hazardous wastes are followed according to environmental regulations and OSHS. 3. ***PPE*** is used according to OSHS. |
| 1. Control environmental Pollution | * 1. Environmental pollution ***control measures*** are implemented in accordance with international protocols.   2. Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999   3. Methods for minimizing noise pollution is complied with based on Noise and Excessive Vibration Pollution and Control Regulations, 2009 |
| 1. Demonstrate sustainable resource use | * 1. Methods for minimizing wastage are complied with based on organizational waste management guide   2. Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)   3. Methods for economizing and reducing resource consumption are practiced as per the Constitution of Kenya 2010 Article 69 . |
| 1. Evaluate current practices in relation to resource usage | * 1. Information on resource efficiency systems and procedures are collected and provided as per work groups/sector   2. Current resource usage is measured and recorded as per work group   3. Current purchasing strategies are analysed and recorded according to industry procedures.   4. Current work processes to access information and data is analysed following enterprise protocol. |
| 1. Identify environmental legislations/conventions for environmental concerns | 1. Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact 2. Industrial standard/environmental practices are described according to the different environmental concerns |
| 1. Implement specific environmental programs | 1. Programs/Activities are identified according to organizations policies and guidelines. 2. Individual roles/responsibilities are determined and performed based on the activities identified. 3. Problems/constraints encountered are resolved in accordance with organizations’ policies and guidelines 4. Stakeholders are consulted based on company guidelines |
| 1. Monitor activities on Environmental protection/Programs | 1. Activities are periodically monitored and Evaluated according to the objectives of the environmental program 2. Feedback from stakeholders is gathered and considered in Proposing enhancements to the program based on consultations 3. Data gathered are analyzed based on Evaluation requirements 4. Recommendations are submitted based on the findings 5. Management support systems are set/established to sustain and enhance the program 6. Environmental incidents are monitored and reported to 7. concerned/proper authorities |
| 1. Analyse resource use | 1. All resource consuming processes are Identified as per the organizational work plan 2. Quantity and nature of resource consumed is determined based on processes 3. Resource flow is analysed as per different parts of the process. 4. Wastes are classified according to NEMA regulations on waste management. |
| 1. Develop resource Conservation plans | 9.1. Efficiency of use/conversion of resources is determined according to industry protocol.  9.2. Causes of low efficiency of use of resources are Determined based on industry protocol.  9.3. Plans for increasing the efficiency of resource use are developed based on findings. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. PPE may include but not limited to | * + Mask   + Gloves   + Goggles   + Safety hat   + Overall * Hearing protector |
| 1. Control measures may include but not limited to | * Methods for minimizing or stopping spread and ingestion of airborne particles * Methods for minimizing or stopping spread and ingestion of gases and fumes * Methods for minimizing or stopping spread and ingestion of liquid wastes |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Measuring
* Recording
* Analytical
* Monitoring
* Communication
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* PPEs
* Environmental regulations
* OSHS
* Pollution
* Waste management
* Principle of 3Rs
* Types of resources
* Techniques in measuring current usage of resources
* Environmental hazards
* Regulatory requirements

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Controlled environmental hazard   2. Controlled environmental pollution   3. Demonstrated sustainable resource use   4. Evaluated current practices in relation to resource usage   5. Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.   6. Described industrial standard environmental practices according to the different environmental issues/concerns.   7. Resolved problems/ constraints encountered based on management standard procedures   8. Implemented and monitored environmental practices on a periodic basis as per company guidelines   9. Recommended solutions for the improvement of the program   10. Monitored and reported to proper authorities any environmental incidents |
| 1. Resource Implications | The following resources should be provided:   * 1. Workplace with storage facilities   2. Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags)   3. PPE, manuals and references   4. Legislation, policies, procedures, protocols and local ordinances relating to environmental protection   5. Case studies/scenarios relating to environmental Protection |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

**UNIT CODE:** LOG/OS/AO/BC/07/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate occupational health and safety practices. It involves identifying workplace hazards and risks, identifying and implementing appropriate control measures to hazards and risks and implementing OSH programs, procedures and policies/guidelines.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify workplace hazards and risk | 1.1 ***Hazards*** in the workplace are identified ***based their indicators***  1.2 Risks and hazards are evaluated based on legal requirements.  1.3 ***OSH concerns*** raised by workers are addressed as per legal requirements. |
| 1. Control OSH hazards | 2.1 Hazard prevention ***and control measures*** are implemented as per legal requirement.  2.2 Risk assessment is conductedand a risk matrix developed based on likely impact.  2.3 ***Contingency measures***, including ***emergency procedures*** during workplace ***incidents and emergencies*** are recognized and established in accordance with organization procedures. |
| 1. Implement OSH programs | 3.1 Company OSH program are identified, evaluated and reviewed based on legal requirements.  3.2 Company OSH programs are implemented as per legal requirements.  3.3 Workers are capacity built on OSH standards and procedures as per legal requirements  3.4 ***OSH-related records*** are maintained as per legal requirements. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Hazards may include but not limited to: | * Physical hazards – impact, illumination, pressure, noise, * vibration, extreme temperature, radiation * Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects * Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors * Ergonomics * Psychological factors – over exertion/ excessive force,   awkward/static positions, fatigue, direct pressure,   * varying metabolic cycles * Physiological factors – monotony, personal relationship, work out cycle * Safety hazards (unsafe workplace condition) –confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris * Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work) |
| 1. Indicators may include but not limited to: | * Increased of incidents of accidents, injuries * Increased occurrence of sickness or health complaints/ symptoms * Common complaints of workers related to OSH * High absenteeism for work-related reasons |
| 1. OSH concerns may include but not limited to: | * Workers’ experience/observance on presence of work hazards * Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) * Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines |
| 1. Safety gears /PPE (Personal Protective Equipment) may include but not limited to: | * Arm/Hand guard, gloves * Eye protection (goggles, shield) * Hearing protection (ear muffs, ear plugs) * Hair Net/cap/bonnet * Hard hat * Face protection (mask, shield) * Apron/Gown/coverall/jump suit * Anti-static suits * High-visibility reflective vest |
| 1. Appropriate risk controls   may include but not limited to: | * Appropriate risk controls in order of impact are as follows: * Eliminate the hazard altogether (i.e., get rid of the dangerous machine) * Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off) * Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) * Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) * Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) * Use personal protective equipment (i.e., wear * gloves and goggles when using the machine) |
| 1. Contingency measures may include but not limited to: | * Evacuation * Isolation * Decontamination * (Calling designed) emergency personnel |
| 1. Incidents and emergencies may include but not limited to: | * Chemical spills * Equipment/vehicle accidents * Explosion * Fire * Gas leak * Injury to personnel * Structural collapse * Toxic and/or flammable vapors emission. |
| 1. OSH-related Records may include but not limited to: | * Medical/Health records * Incident/accident reports * Sickness notifications/sick leave application * OSH-related trainings obtained |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Interpersonal
* Presentation
* Risk assessment
* Evaluation
* Critical thinking
* Problem solving
* Negotiation

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* General OSH Principles
* Occupational hazards/risks recognition
* OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)
* National OSH regulations; company OSH policies and protocols
* Systematic gathering of OSH issues and concerns
* General OSH principles
* National OSH regulations
* Company OSH and recording protocols, procedures and policies/guidelines
* Training and/or counseling methodologies and strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified hazards in the workplace based their indicators 2. Evaluated workplace hazards based on legal requirements. 3. Addressed OSH concerns raised by workers as per legal requirements. 4. Implemented hazard prevention and control measures as per legal requirement. 5. Conducted risk assessment as per legal requirement. 6. Developed risk matrix based on likely impact. 7. Recognized and established contingency measures in accordance with organization procedures. 8. Identified, evaluated and reviewed company OSH program based on legal requirements. 9. Implemented company OSH programs as per legal requirements. 10. Capacity built workers on OSH standards and procedures as per legal requirements 11. Maintained OSH-related records as per legal requirements. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

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# COMMON UNITS OF COMPETENCY

# MANAGE BUSINESS RESEARCH AND DEVELOPMENT

**UNIT CODE: BUS/OS/BM/CC/01/6**

**Unit Description**

This unit specifies the competencies required to manage business research and development. It involves establishing research problem, developing research plan, conducting business research, analysing business research findings and documenting business research findings.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Establish research problem | 1. ***Research needs*** are carried out in accordance with organizational business performance and market demands 2. Customer feedback on organizations’ products and services are gathered based on organizational policy 3. Business research problem is established according to business needs assessment findings |
| 1. Develop research plan | 1. Research geographical area and target population is identified based on established research problem 2. Approximate research cost is determined according to the research problem and organizational budget 3. Required man power is established based on the research problem 4. Data research methods are identified and developed according to research area 5. Research tools, materials and equipment are identified based on research requirements 6. Research hypothesis is developed based on the research problem 7. Business research schedule is developed in accordance with research activities |
| 1. Conduct business research | 1. Business research tools, materials and equipment identified are assembled according to research plan 2. Reconnaissance is conducted according to research plan 3. Business research data and information is collected according to the research schedule 4. Adherence to the research schedule is observed as per the research plan and organization requirement |
| 1. Analyze business research finding | 1. Business research data and information collected is prepared for analysis 2. Data and information analysis tools and procedures are established according to statistical requirements 3. Collected business data and information is analysed and presented based on statistical requirements |
| 1. Document business research findings | 1. ***Report writing tools*** are obtained in accordance with SOPs 2. Business report is developed based on analysed business data and information 3. Business report recommendation is shared and implemented based on organization policy |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Report writing tools | * Computer * Stationery |
| 1. Target population | * Age * Occupations * Sex |
| 1. Research methods | * Questionnaires and surveys * Interviews * Observations * Case studies * Documents and records |
| 1. Research tools, materials and equipment | * Writing materials * Developed questionnaires * Tablets * Computers * Cameras * Check sheets * Control charts |
| 1. Research Hypothesis | * Null hypothesis * Non- directional * Directional * Causal |
| 1. Research needs | * Introduction of new products and services * Modified products and services * Market expansion * Product channels |
| 1. Analysis tools | * Computers * Database * Data analysis software |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication skills
* Problem solving
* Data collection and analysis
* Presentation
* Basic management
* Time management
* Adaptability
* Report writing
* Team work and interpersonal skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Management of business research and development
* Legal requirements and regulations in business operations
* Methods of data collections
* Data analysis and interpretation
* Research documentation
* Basic computer operations
* New product development
* Product and process improvement
* Proposal development
* Product costing
* New products standards and specification

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Carried out research needs 2. Gathered customers’ feedback on organizations’ products and services 3. Determined approximate research cost 4. Identified and developed data research methods 5. Identified and gathered research tools, materials and equipment 6. Developed research hypotheses and schedule 7. Collected, analysed and shared business data and information 8. Documented business research and findings |
| 1. Resource Implications | The following resources should be provided:   1. Workplace location 2. Data collection and analysis tools 3. Computer 4. Tablet 5. Stationary |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Written 3. Oral 4. Project |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

## CORE UNITS OF COMPETENCY

### 

## DEVELOP BUSINESS STRATEGIES

**UNIT CODE: BUS/BM/CR/01/6**

**Unit Description**

This unit specifies the competencies required to develop business strategies. It involves developing business strategic plan, developing policies and procedures, preparing tactical plans, monitoring and evaluating business operations and undertaking corrective action.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Develop business strategic plan | 1. ***Environment*** is scanned in accordance with PESTEL 2. ***SWOT analysis*** is carried out according to business environment 3. Business vision, mission, goals, objectives and values are developed according to the aspirations and potential capability of the organization 4. Strategies are formulated as per the organization capability 5. Strategy is approved as per organizations policy 6. strategies are implemented as per the set targets |
| 1. Develop business policies and procedures | 1. ***Functional area policy*** is identified in accordance with organizations requirements 2. Draft ***policies*** are developed in accordance with the organization requirements 3. Organization ***procedures*** are developed as per organization policy and activities 4. Draft Policies and procedures are validated in accordance with organizations requirements 5. Draft policies and procedures are presented for approval as per organization’s regulations 6. Policies and procedure documents are shared as per Standard Operating Procedure |
| 1. Prepare tactical plans | 1. Operational gaps are identified as per strategic goals 2. ***Tactical plans*** are prepared in accordance with strategic goals and departmental objectives 3. Tactical plans are communicated according the SOPs |
| 1. Monitor and evaluate business operations | 1. Periodic comparisons of actual operation against plans is carried out as per the tactical plans 2. Variances are calculated in accordance with ***variance analysis formulae*** 3. Balanced score card analysis is carried out according to set business targets 4. ***Variance analysis*** report is prepared as per organization procedure |
| 1. Undertake corrective action | 1. Strategic plan is reviewed in accordance to organization policy. 2. Corrective actions are carried out in accordance with set procedure 3. Corrective action is monitored as per standard operating procedures 4. Strategic review report is prepared and communicated as per Standard Operation Procedures 5. ***Follow-up corrective action report*** is prepared according to SOPs |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Environment | * Internal * External |
| 1. SWOT Analysis | * Strength * Weaknesses * Opportunities * Threats |
| 1. Functional area policy | * Financial management * Procurement * ICT * Health and safety * Drugs, alcohol and Substance abuse * Gender mainstreaming * Disability * HIV & AIDs * Infrastructure Development * HR |
| 1. Policy | * A guiding principle used to set the business direction to guide decision making |
| 1. procedure | * These are a series of steps to be followed consistently and guided by the policy |
| 1. Variance analysis formulae | * Sales * Materials * Labor * Overheads (Fixed and Variable) |
| 1. Follow up corrective action report | * Variances * Corrective actions |
| 1. Tactical plans | * Sales plans * Marketing plan * Production plan * Human Resource Plan |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Business Strategic Planning
* Variance analysis
* Policies and procedures
* Business operations
* Balance Score card analysis
* Basic procurement principles
* Tactical plans
* Standard operating procedures
* Corrective action plan
* Goal setting
* Organization vision, mission, goals objectives and values
* Monitoring and evaluating business operations
* Report writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Basic mathematics
* Basic analytical
* Communication
* Presentation
* Reporting
* Monitoring and evaluating
* Critical thinking
* Resource utilization

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified the PESTEL environment in accordance with a given business 2. Developed a SWOT analysis 3. Developed vision and mission statements in accordance to a business strategy 4. Developed goal, objectives and values in accordance with vision and mission 5. Developed policies in specific identified areas 6. Developed procedures on policies 7. Monitored and evaluated business operations 8. Prepared business strategy follow up report |
| 1. Resource Implications | The following resources should be provided:   1. Assessment location 2. Computer 3. Internet connectivity 4. Stationery 5. Format templates |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Written tests 2. Oral questioning 3. Third party reports 4. Case studies |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

## MANAGE HUMAN RESOURCE

**UNIT CODE: BUS/BM/CR/02/6**

**Unit Description**

This unit specifies the competencies required to manage human resource. It involves developing HR policy, undertaking human resource planning, recruiting and remunerating of human resource, coordinating training and development, carrying out performance management and preparing performance improvement plans. It also entails developing functional managers’ teamwork strategy, motivating organizational workforce, managing organization culture and change, managing labor turnover, carrying out succession planning, maintaining HR records and preparing human resource annual report.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Develop HR Policy | 1. Policy needs are identified and established based on organization environment and changes 2. Policy management committee is formed and responsibilities assigned according to areas of expertise required 3. Relevant information for policy formulation are gathered in accordance with nature of policy required 4. Draft HR policy is prepared based on gathered information and desired policy 5. Appropriate stakeholders’ are consulted and amendments are made based on stakeholders’ recommendation 6. Draft HR policy is approved and implemented according to organization procedures and regulations 7. Reviewing and revising of HR policy is conducted according to organization procedures and changing needs |
| 1. Undertake Human Resource (HR)   Planning | 1. Current human resource inventory is assessed from the HR records 2. Human Resource demand and supply is forecasted in accordance with the strategic plan 3. The human resource gaps are identified by comparing the current capacity with the strategic plan projections 4. Human resource plan is developed based on the Strategic Plan |
| 1. Recruit Human Resource | 1. User department identifies the manpower required in accordance with the HR guidelines 2. Recruitment plan is prepared according to the HR procedures 3. The media for recruitment advertisement is established according to the business communication procedures 4. Online applications and database for applicants to be set in accordance to HR Policy and Procedures 5. Interviewing process is carried out in accordance with HR procedures 6. Selection process is conducted based on the HR policy and procedures 7. Employee placement is carried out in accordance with HR procedures. 8. Employee induction is carried out in accordance with HR Policy and procedures |
| 1. Remunerate human resource | 1. Remuneration is determined in accordance with HR Policy and industry trends 2. Remuneration type is determined in accordance to HR policy 3. Payroll processing is carried out in accordance with HR and Finance procedures 4. Remuneration is set based on legislative Acts and HR policy. 5. Payment of employees is undertaken as per HR and Finance Procedures |
| 1. Coordinate HR Training and Development | 1. Employee appraisal is carried out in accordance with the HR policy. 2. 5.2 Training needs assessment is carried out as per performance appraisal records of employees. 3. 5.3 Gaps on areas of competence are identified in accordance with departmental needs 4. 5.4 Training on identified gaps is carried out based on HR policy 5. 5.5 Professional development of HR is carried out in accordance with the Strategic plan and HR plan 6. 5.6 HR training and development cost is determined based on the budgets |
| Carry out Performance Management | 1. Performance plans for employees are set in accordance with strategic and operational plans 2. Employees’ progress is monitored throughout the appraisal in accordance with operational procedures 3. Employees’ development needs are determined according to HR procedures 4. 6.4 Employees’ periodic rating is carried out in accordance with HR procedures. 5. 6.5 Employees are rewarded in accordance with the ratings set in HR policy 6. 6.6 Performance improvement plans are prepared and implemented in accordance with HR policy |
| Prepare  Performance  Improvement  Plan | 1. Reports of appraisal are analyzed based on standard operating procedures 2. Areas of employee improvements and goals are identified and categorized based on appraisal report 3. Methods of employee improvement are determined in accordance with HR policy 4. Performance improvement Resources are identified based on human resource budget 5. Monitoring and evaluating procedures for improvement are developed according to human resource requirements |
| Develop Functional  Managers  Teamwork  Strategy | 1. Teamwork benefits are determined in accordance with strategic plan 2. Cross-functional team for managers is carried out according to HR Policy and procedures 3. Cross-functional teamwork issues are converged in accordance to organization strategies and objectives 4. Teamwork stages are managed in accordance to HR procedures 5. Team building process is established in accordance to HR procedures 6. Teamwork rewards are established in accordance to HR incentive plans and budgets |
| Motivate Organization  Workforce | 1. Employee motivation type is determined based on HR policy 2. Organizational motivation parameters are set in accordance to operational targets 3. Employees are recognized and awarded in accordance to HR and financial policy 4. Innovations awards are determined by innovations awards policy of the business 5. Innovation’s vetting is carried out in accordance innovation committee procedures 6. Awards are presented in accordance with innovation awards procedures |
| Manage Organization  Culture and  Change | 1. Organization culture is built in accordance with strategic plan 2. Culture behavior is established by management leadership style 3. Employee grievances are managed in accordance with HR Policy, procedures, Human Rights and labor Law 4. Employee discipline is carried out in accordance with HR policy and procedure 5. Change management plan is prepared according to HR change management policy 6. Change management process is undertaken in accordance with HR procedures. 7. Reorganization of work culture reviewed in accordance with HR procedures |
| Manage Labor Turnover | Current labor turnover is determined in accordance with HR employee information  Labor turnover causes are established in accordance with the HR database  Labor retention strategies are established in accordance to HR Plan  Periodic Review of Labor turnover is carried out in accordance with HR procedures |
| Carry out succession planning | 1 Competencies and profiles of key positions are identified in accordance to the HR Guidelines  12.2 Identification of potential employees to fill in key positions is done in accordance to HR data base and Staff Appraisal information  12.3 Implementation of Succession training strategy on employee is carried out in accordance to HR procedures  12.4 Development of manuals for key positions are done in accordance with HR policies and procedures  12.5 Regular review of succession plan is carried out in accordance with  HR procedures |
| Maintain HR Records | HR records are obtained and categorized based on HR procedures and policy  System of maintaining HR records are developed according to HR policy  13.3 HR records are regularly updated according to HR policy and procedures  13.4 Security of HR records is provided and maintained according to HR procedures  13.5 Disposal and archival of HR records is carried out according to HR policy and procedures  13.6 HR records are analyzed and reports prepared according to HR procedures |
| Prepare Human  Resource Annual  Report | Human Capital report is analyzed in accordance to Human Resource policy and procedures  14.2 Variation from plans are determining in accordance to reporting procedures  Review of human resource strategy is undertaken in accordance to HR Plan, finance Policy or Regulations  14.4 Human Resource report is prepared and presented to the top  management |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Human Resource Plan | * 1.1 Current human capacity-skills inventory * 1.2 Forecast on HR Strategic Requirement * 1.3 Develop action for HR issues * 1.4 Plan key programmes * 1.5 Monitor and evaluate * 1.6 Gender mainstreaming * 1.7 HR diversity |
| 1. SWOT Analysis | * Internal * 2.2 External |
| 1. Media for Recruitment | * 3.1 Press advertisement * 3.2 Internet * 3.3 Social media * 3.4 Consultants * 3.5 Referrals |
| 1. Employee Induction | * 4.1 Formal * 4.2 Informal * 4.3 Individual * 4.4 Collective * 4.5 Serial * 4.6 Disjunction |
| 1. Remuneration Type | * 5.1 Salary * 5.2 Wages * 5.3 Incentives * 5.4 Bonuses * 5.5 Commissions * 5.6 Overtime * 5.7 Medical * 5.8 Housing * 5.9 Transport |
| 1. Payroll | * 6.1 Basic salary * 6.2 Allowances * 6.3 Compulsory deductions * 6.4 Voluntary deductions * 6.5 Gross Salary * 6.6 Net Salary |
| 1. Training Needs Assessment | * 7.1 Determining business goals * 7.2 Link goal to employee behavior * 7.3 Determine performance gaps * 7.4 Identify trainable competencies |
| 1. Professional Development | * .1 Formal Education and training * 8.2 Workshops * 8.3 Seminars |
| 1. Development Needs Areas of Employee | * 9.1 Formal training * 9.2 Informal training * 9.3 Coaching and mentoring * 9.4 Additional responsibilities |
| 1. Improvement Methods of Employee | * 10.1 Professional area * 10.2 Skills * 10.3 Stress management * 10.4 Time management |
| 1. Teamwork Benefits |  |
| 1. Cross Functional Team |  |
| 1. Methods of |  |
| 1. Employee Improvement |  |
| 1. Performance Improvement |  |
| 1. Cross functional teamwork Issues | * 14.1 Human Resource Manager * 14.2 Finance Manager * 14.3 Marketing Manager * 14.4 ICT Manager * 14.5 Production Manager 14.6 Operations Manager * Research and Development Manager |
| 1. Teamwork Stages | * 16.1 Forming * 16.2 Storming * 16.3 Norming * 16.4 Performing |
| 1. Team Building Process | * 17.1 Assignment * 17.2 Planning * 17.3 Executing * 17.4 Evaluating |
| 1. Motivation Type | * 18.1 Extrinsic-money, employee of the year, bonus, * 18.2 Intrinsic-power, social status |
| 1. Organization Culture | * 19.1 Clan * 19.2 Adhocracy * 19.3 Market * 19.4 Hierarchy |
| 1. Employee Discipline | * 20.1 Dismissal * 20.2 Demotion * 20.3 Suspension * 20.4 Reduction in salary |
| 1. Labor Turnover Causes | * 21.1 Low wages and salaries * 21.2 Work life imbalance * 21.3 Retirement * 21.4 Resignation * 21.5 Dismissal * 21.6 Employee misalignment * 21.7 Lack of incentives and benefits * 21.8 Poor working conditions * 21.9 Lack of proper training * 21.10 Employee overworked |
| 1. Labor Retention Strategies | * Appropriate salaries and wages Benefits and allowances * Favorable working conditions * Good employer-employee relationship * Promotions * Pension Schemes * Staff Welfare * Yearly bonuses |
| 1. Change Management Process | * Create urgency of change * Identify powerful change leaders * Communicate vision for change * Remove obstacles * Create short term achievable targets * Anchor change on organizational culture |
| 1. Key Positions | * Key leadership e.g. Senior Manager, Director * Employee with special skills * Employee with position crucial for business operations |
| 1. Potential Employees | * Top performer High potential * Interested in promotion * Possessing capabilities of position |
| 1. Training Strategy | * Professional development Training * Mentoring * Coaching * Project/assessment activity |
| 1. HR Records | * Personal * Pay roll * Medical * Training * Performance appraisal |
| 1. Human capital reporting | * Strategy * Recruitment * Turnover * Learning and development * Management * Leadership * Performance |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Business Strategic Planning
* Variance analysis
* Policies and procedures
* Business operations
* Balance Score card analysis
* Basic procurement principles
* Tactical plans
* Standard operating procedures
* Corrective action plan
* Goal setting
* Organization vision, mission, goals objectives and values
* Monitoring and evaluating business operations
* Report writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Basic mathematics
* Basic analytical
* Communication
* Presentation
* Reporting
* Monitoring and evaluating
* Critical thinking
* Resource utilization

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified the PESTEL environment in accordance with a given business 2. Developed a SWOT analysis 3. Developed vision and mission statements in accordance to a business strategy 4. Developed goal, objectives and values in accordance with vision and mission 5. Developed policies in specific identified areas 6. Developed procedures on policies 7. Monitored and evaluated business operations 8. Prepared business strategy follow up report |
| 1. Resource Implications | The following resources should be provided:   1. Assessment location 2. Computer 3. Internet connectivity 4. Stationery 5. Format templates |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Written tests 2. Oral questioning 3. Third party reports 4. Case studies |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

### COORDINATE HUMAN RESOURCE FUNCTIONS

**UNIT CODE: BUS/BM/CR/01/5**

**Unit Description**

This unit specifies the competencies required to coordinate human resources functions. It involves undertaking operational planning and job and resource allocation, implementing departmental teamwork strategy, monitoring team performance, appraising, rewarding and penalizing employee performance, preparing performance improvement plan. It also involves maintaining organizational culture, coordinating organization change and preparing departmental team report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Undertake operational planning | * 1. Operational plan is obtained from strategic plan according to SOPs   2. Required ***resources*** are identified according to operational plan   3. Operational budget is prepared and approved according to budget procedures.   4. Funds are obtained according to organization budget. |
| 1. Allocate departmental jobs and resources | * 1. Duties to be performed are identified according to departmental needs   2. Employees are selected based on their expertise and job description.   3. Roles are assigned according to job requirements   4. Resources are allocated based on the job requirements. |
| 1. Implement departmental teamwork strategy | 1. ***Teamwork benefits***are determined in accordance with strategic plan 2. ***Teamwork stages*** are managed in accordance to HR procedures 3. ***Team building process*** is established in accordance to HR procedures 4. Teamwork rewards are established in accordance to HR incentive plans and budgets 5. Teamwork strategies are reviewed according to SOPs. |
| 1. Monitor team performance | * 1. Performance plans for team are set in accordance with operational plans   2. Teams’ progress is monitored in accordance with operational procedures.   3. Team work strategies are determined according to operational plans.   4. Employees’ periodic rating is carried out in accordance with HR procedures.   5. Teams are rewarded in accordance with the ratings set in HR policy.   6. Employees team improvement plans are prepared and implemented in accordance with HR policy |
| 1. Appraise employee performance | * 1. ***Employee appraisal*** is carried out in accordance with the HR policy.   2. ***Training needs assessment*** is carried out as per performance appraisal records of employees.   3. Gaps on areas of competence are identified in accordance with departmental needs   4. Training on identified gaps is carried out based on HR policy   5. ***Professional development*** of HR is carried out in accordance with the Strategic plan and HR plan   6. HR training and development cost is determined based on the budgets   7. Employees’ training is carried according to HR policies and procedures. |
| 1. Rewards/penalize employees performance | * 1. Employee ***motivation type*** is determined based on HR policy   2. Organizational motivation parameters are set in accordance to operational targets   3. Employees are recognized and awarded in accordance to HR and financial policy   4. Innovations awards are determined by innovations awards policy of the business   5. Innovations vetting is carried out in accordance with innovation committee procedures   6. Awards are presented in accordance with innovation awards procedures |
| 1. Prepare performance improvement plan | * 1. Reports of employee appraisal are analyzed based on standard operating procedures   2. ***Areas of employee improvements*** and goals are identified and categorized based on appraisal report   3. ***Methods of employee improvement*** are determined in accordance with HR policy   4. ***Performance improvement Resources*** are identified based on human resource budget   5. Monitoring and evaluation procedures for improvement are developed according human resource requirements |
| 1. Maintain organizational culture | * 1. Organization culture is built in accordance with strategic plan   2. Culture behavior is established by management leadership style   3. Employee grievances are managed in accordance with HR Policy, procedures, Human Rights and labor Law   4. ***Employee discipline*** is carried out in accordance with HR policy and procedure |
| 1. Coordinate Organization Change | * 1. Change management plan is prepared according to HR change management policy   2. ***Change management process*** is undertaken in accordance with HR procedures.   3. Reorganization of work culture reviewed in accordance with HR procedures |
| 1. Prepare Departmental Team Report | * 1. Teams output is compared with departmental targets according to set operational plans   2. Variation from plans are determined in accordance with reporting procedures   3. Review of departmental team strategy is undertaken in accordance to HR Plan and finance Policy   4. Departmental team report is prepared and shared according to SOPs |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range**  ***May include but are not limited to:*** |
| --- | --- |
| 1. Resources | 1. Human resources 2. Finance 3. Capital 4. Service providers |
| 1. Teamwork Benefits | * 1. Good interpersonal relations   2. Communication   3. Fairness   4. Ground rules   5. Timelines   6. Delegation   7. Achieved objectives   8. Reward   9. Motivation |
| 1. Teamwork Stages | 1. Forming 2. Storming 3. Norming 4. Performing |
| 1. Team Building Process | * 1. Assignment   2. Planning   3. Executing   4. Evaluating |
| 1. Training Needs Assessment | 1. Determining business goals 2. Link goal to employee behavior 3. Determine performance gaps 4. Identify trainable competencies |
| 1. Professional Development | 6.1 Formal Education and training  6.2 Workshops  6.3 Seminars |
| 1. Teamwork Benefits | 7.1 Good interpersonal relations  7.2 Communication  7.3 Fairness  7.4 Ground rules  7.5 Timelines  7.6 Delegation  7.7 Achieved objectives  7.8 Reward  7.9 Motivation |
| 1. Team Building Process | * 1. Assignment   2. Planning   3. Executing   4. Evaluating |
| 1. Motivation Type | * 1. Extrinsic-money, employee of the year, bonus,   2. Intrinsic-power, social status |
| 1. Areas of Employee Improvements | * 1. Professional area   2. Skills   3. Stress management   4. Time management |
| 1. Methods of Employee Improvement | * 1. Training on job/off job   2. Benchmarking   3. Counseling |
| 1. Performance Improvement Resources | 12.1 Training materials and equipment  12.2 Expert/professional  12.3 Finance  12.4 Training time |
| 1. Organization Culture | * 1. Clan   2. Adhocracy   3. Market   4. Hierarchy |
| 1. Employee Discipline | * 1. Dismissal   2. Demotion   3. Suspension   4. Reduction in salary |
| 1. Change Management Process | * 1. Create urgency of change   2. Identify powerful change leaders   3. Communicate vision for change   4. Remove obstacles   5. Create short term achievable targets   6. Anchor change on organizational culture |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Planning
* leadership
* Communication
* Negotiation
* Coordinating
* Problem solving
* Networking
* Computer applications
* Analytical
* Reporting
* Critical thinking
* Cooperative
* Tolerance
* Initiative
* Resourcefulness

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Human resource management
* Change management
* Group dynamics
* Motivation
* Conflict resolution
* Organization culture
* ICT
* Innovations management
* Professional development
* Performance appraisal
* Training needs assessment

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | 1. Carried out departmental teamwork strategy 2. Monitored and evaluated team performance 3. Appraised employee performance 4. Rewarded employees’ performance 5. Maintained organizational culture 6. Managed organization change 7. Prepared departmental team report |
| 1. Resource Implications | The following resources must be provided:   1. Laptop/projector 2. Assessment location 3. Work station 4. Format template 5. Case study 6. Writing materials |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written   3. Oral   4. Case study |
| 1. Context of Assessment | Competency may be assessed:  Competency may be assessed:   * 1. On the job   2. Off the job   3. In work placement (attachment,)   Off the job assessment must be undertaken in a closely simulated workplace environment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended e.g. marketing strategy is assessed alongside business plan |

### MAINTAIN CUSTOMER EXPERIENCE

**UNIT CODE: BUS/BM/CR/02/5**

**Unit Description**

This unit specifies the competencies required to successfully maintain customer experience. It involves conducting customer experience survey, establishing business competitive edge and innovations, performing product and service quality assurance, incorporating Customer Relationship Management (CRM) system, controlling customer virtual platforms and preparing customer service feedback.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Conduct customer experience survey | 1. Survey tools are identified according to customer survey procedures 2. Required personnel are identified according to survey procedures 3. Data is collected according to survey procedures. 4. Customer experience survey findings are analyzed based on marketing strategies |
| 1. Establish business competitive edges and innovations | 1. Business strengths and opportunities are identified based on SWOT analysis in line with strategic plan 2. ***Competitive edge*** is identified in accordance to analysis of surveys on competitors 3. ***Product and service innovation*** strategies are formulated based on product development policy and customers’ feedback 4. Product and service innovation strategies are analyzed, and recommendation made based on product development policy 5. Championing team is trained based on new product and services innovated. 6. Product and service innovations are implemented based on strategy recommendation 7. Pilot trial of product/service is done based on the product innovations guidelines 8. New product/services are adopted based on products’ pilot results 9. Innovations of products/processes are patented based on the ***Intellectual Properties Right(IPR)*** 10. Areas of competitive edge are implemented in accordance with business budget Product/service innovation committee is formed as per organizational policy |
| 1. Perform product and service quality assurance | * 1. ***Quality Assurance System*** is assessed based on services/ product delivery and customer expectations.   2. Quality Assurance System is monitored based on internal and external checks as per SOPs   3. Quality Management System is implemented according to the organizations internal procedures   4. QMS is monitored using regular internal audits as per organizational policies   5. QMS external audit and certification are carried out by ***Quality* *Assurance Certification Bodies*** as per organizational requirements   6. The QMS is reviewed for changes in the organization according to the standard operating procedures   7. The QMS is reviewed for changes in the ISO Standards |
| 1. Incorporate Customer Relationship Management (CRM) System | * 1. Customer relationship management systems are assessed based on customer’s expectation   2. ***Customer relationship management strategies*** are developed based on organizational strategies   3. Customer relationship management software is developed as per customer relationship management strategies   4. Customer relationship management software is implemented as per customer relationship strategies   5. Customer Relationship Management (CRM) system is reviewed and monitored in accordance with CRM strategies |
| 1. Coordinate organization virtual platforms | * 1. Organizations’ ***virtual platforms*** are identified as per organization requirement   2. Virtual platforms’ personnel are trained in accordance with HR training policy   3. Personnel are assigned virtual platforms in accordance to customer relationship management strategies.   4. Customers’ concerns on virtual platforms are identified and addressed according to customer relationship management   5. Virtual platform feedback is monitored and evaluated in accordance with PR policy and procedures   6. Management of virtual platform report is prepared and shared based on organization policy |
| 1. Prepare and disseminate customer service feedback report | * 1. Customer satisfaction surveys are conducted based on product/service performance   2. Customer satisfaction surveys are analyzed based on product/service performance and SOPs   3. Customer satisfaction is measured based on regular customer surveys   4. Customer satisfaction reports are prepared, evaluated and disseminated based on management procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range**  ***May include but are not limited to:*** |
| --- | --- |
| 1. Competitive Edge | 1. Price competitive 2. Product design 3. Cutting edge technology 4. Re-engineering 5. Product differentiation 6. Identified niche |
| 1. Product/ Service Innovations | * 1. New products e.g. iPhone   2. Product modification   3. Innovative service delivery |
| 1. Intellectual Properties Right(IPR) | * 1. A legal system to protect creation of mind e.g. patents, copyrights, trademarks |
| 1. Customer Relationship Management Strategies | * 1. Processes   2. Technology   3. People |
| 1. Virtual Platforms | * 1. Facebook   2. Twitter   3. WhatsApp   4. Instagram |
| 1. Quality Assurance Systems | * 1. ISO Standards   2. Quality Management Systems   3. International Financial Reporting Standards   4. International Auditing Standards   5. Laws and Regulations |
| 1. Quality Assurance Certification Bodies | * 1. KEBS   2. SGS |
| 1. Customer Satisfaction | * 1. Expectation   2. Perception   3. Demand   4. Loyalty and repeat purchase   5. Feedback questionnaire |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Creativity and innovation
* Analytical
* Marketing, sales and customer service
* Communication
* Presentation
* Decision making
* Networking
* Basic management
* Persuasion

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Product/ Service Innovation
* Customer survey
* SWOT analysis
* Social media management
* Competitive advantage
* Customer Care
* Cost Management
* Cost Benefit Analysis
* Quality Assurance Systems
* Report Writing
* ICT

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | 1. Assessment requires evidence that the candidate: 2. Conducted Customer Experience Survey 3. Established business competitive edge and innovations 4. Performed quality assurance 5. Incorporated Customer Relationship Management (CRM) system 6. Managed social media 7. Prepared Customer service feedback report |
| 1. Resource Implications | The following resources must be provided:   * 1. Assessment location   2. Work station   3. Candidate reports   4. Writing materials   5. Project   6. Computer/projector   7. Tablets |
| 1. Methods of Assessment | Competency may be assessed through:   1. Observation 2. Written 3. Oral |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. In work placement (attachment,)   Off the job assessment must be undertaken in a closely simulated workplace environment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended. |

### CARRY OUT CORPORATE IMAGE STRATEGIES

**UNIT CODE: BUS/BM/CR/03/5**

**Unit Description**

This unit specifies the competencies required to carry out corporate image strategies. It involves carrying out public relations and CSR, maintaining stakeholders’ relationships, developing partnerships for innovation, coordinate corporate image through virtual platform and preparing functional corporate image report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Carry out Public Relations and Corporate Social Responsibility (CSR) tasks | 1. Public Relations Activities are identified in accordance with the strategic plan. 2. ***Public Relations expenditure*** is determined in accordance with the PR Budget 3. Public Relations Activities are carried out in accordance with PR Policy and Procedures. 4. ***CSR Areas*** are identified in accordance with the Strategic Plan 5. ***CSR dimensions*** are incorporated in accordance with the CSR policy 6. CSR targeted benefits are determined in accordance with Cost Benefit Analysis 7. Scope of CSR is determined in accordance with the budget allocation |
| 1. Maintain Stakeholders Relationship | * 1. The ***stakeholders*** are identified and categorized in accordance with the stakeholders’ policy   2. Stakeholders register is developed based on stakeholders’ information and other reliable sources   3. Stakeholders’ communications are maintained as per organization procedures   4. ***Stakeholders feedback* is** analyzed in accordance with   procedures   * 1. Response to stakeholders’ feedback is carried out according to procedures   2. Stakeholders’ register is maintained as per organization procedures |
| 1. Develop Synergies for Innovation | * 1. Partnerships are developed in accordance to collaborations policy and the strategic plan   2. ***Partnership benefits*** are determined in accordance with Strategic plan   3. Beneficial Partnership is formed in accordance to collaboration procedure.   4. Partnership for innovation is formed in accordance to the collaborations policy |
| 1. Coordinate Corporate Image through Virtual Platform | 1. Virtual platforms are identified as per ICT policy 2. Virtual platforms are developed in accordance with prevailing legislation and provider’s terms and conditions 3. Virtual platform personnel are trained in accordance with training policy 4. Virtual platforms are managed in accordance with PR policy and procedures |
| 1. Prepare Functional Corporate Image Report | 1. ***Corporate image components*** of the ***functional unit*** are identified according to corporate image policy guidelines 2. ***Feedback*** from stakeholders is obtained according to Organizations policy and procedures 3. Corporate image is evaluated in accordance with analyzed marketing information system 4. Corrective action is undertaken in accordance with the policy and procedures 5. Corporate image report is prepared and shared in accordance with procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range**  ***May include but not limited to:*** |
| 1. Public relations expenditure | * 1. Transportation   2. Hospitality   3. Branded merchandise   4. Personnel expenses   5. Communication   6. Exhibitions/shows / activations/open days |
| 1. CSR areas | * 1. Economic   2. Legal   3. Ethical   4. Philanthropy |
| 1. CSR dimensions | * 1. Business ethics   2. Accountability and transparency   3. Social Economic development   4. Environmental   5. Human rights   6. Workers welfare   7. Market relations   8. Sustainable development (Environmentally friendly) |
| 1. Stakeholders | * 1. Customers   2. Shareholders   3. Employees   4. Suppliers   5. Government agencies   6. Financial institutions   7. Social action organizations |
| 1. Partnership benefits | * 1. Sustainable beneficial relationships   2. Streamlining objectives   3. People skill connection   4. National goal focus |
| 1. Corporate image components | * 1. Goods and services   2. Factories   3. Communication media   4. Name   5. Logo   6. Packaging   7. Employees   8. Policies   9. Ideas and beliefs   10. Country culture   11. Media reports |
| 1. Functional units | * 1. Department   2. Section   3. Activity   4. Program   5. Project |
| 1. Corporate image purpose | * 1. Positive consumer response   2. Portray business and products   3. Higher pricing   4. Repeat purchase   5. Quality employees   6. Financial viability   7. Public ranking |
| 1. Virtual platforms | * 1. WhatsApp   2. Facebook   3. Instagram   4. Twitter   5. Snap chat   6. Video conferencing |
| 1. Stakeholders feedback | * 1. Online communication   2. Polls   3. Live chart   4. Email surveys   5. Calls   6. Monitoring of social channels |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Marketing
* Budgetary control
* Problem solving and trouble shooting
* Networking
* Presentation
* Computer operation
* ICT applications
* Analytical
* Entrepreneurial
* Communication
* Creativity

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Public relations
* CSR
* Legal aspects in business
* Collaborations and linkages
* Stakeholders management
* Corporate Image and rebranding
* Use of internet
* Communication
* Entrepreneurship
* Basic marketing
* Social media
* Marketing
* Budgetary control

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified public relations activities 2. Prepared public relations activity program 3. Designed CSR programme and budget 4. Carried out Public Relations 5. Created stakeholders profile 6. Identified partnerships for innovations 7. Developed corporate image component of a functional unit 8. Developed feedback tool for stakeholders |
| 1. Resource Implications | The following resources must be provided:   1. Assessment location 2. Relevant templates 3. Work station 4. Computers/projector 5. Internet connectivity 6. Print media material 7. Guest speakers |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written   3. Presentation   4. Case study   5. Project |
| 1. Context of Assessment | Competency may be assessed:  Competency may be assessed:   * 1. On the job   2. Off the job   3. In work placement (attachment,)   4. Off the job assessment must be undertaken in a closely simulated workplace environment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended. |

### MAINTAIN BUSINESS ASSETS AND LIABILITIES

**UNIT CODE: BUS/BM/CR/4/5**

**Unit Description**

This unit specifies the competencies required to maintain business assets and liabilities. It involves preparing business assets and liabilities requirement plan, carrying out internal control, maintaining asset and liabilities inventory and preparing business assets and liabilities report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Prepare Business Assets and Liabilities Plan | * 1. ***Assets*** requirement are assessed according to user needs   2. Records of existing assets and liabilities are analyzed as per company policy   3. Asset usage is established in accordance with Asset policies and procedures   4. Asset acquisition and settlement of liabilities is established based on finance policy and procedures   5. Business asset and liabilities plan and budget is prepared according to strategic plan and finance policy |
| 1. Carry out Assets and Liabilities Internal Control | * 1. ***Internal control system*** on assets and liabilities is implemented according to policies and procedures of the business   2. Asset requisition is undertaken according to asset procedures.   3. Asset maintenance is performed as per SOPs   4. ***Physical controls*** on assets are done according to SOPs   5. The disposal of assets is made according to disposal procedures and regulations   6. ***Financial controls*** are made according to accounting systems   7. Debtors management is carried out based on credit control policy   8. Liabilities management is done according to finance procedures |
| 1. Maintain Assets and Liabilities Records | * 1. Assets and liabilities policy is formulated according to finance policy and procedure   2. Organization ***assets*** and liabilities are identified according to operational requirements   3. Inventory items are tagged according inventory maintenance procedures   4. ***Inventory transactions*** and liabilities records are updated according to standard operating and accounting procedures.   5. Stock taking is carried out according to store’s procedures.   6. Discrepancies report is prepared according to store’s procedures. |
| 1. Prepare Business Assets and Liabilities Report | * 1. Asset usage feedback is obtained according to SOPs   2. Liabilities management feedback is obtained based on finance procedures   3. Asset discrepancies are identified according to SOPs   4. Asset maintenance feedback is obtained according to maintenance procedures.   5. Asset requirements are obtained according to user department needs.   6. Business asset/liability report is prepared and shared according to organization procedures. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range**  ***May include but not limited to:*** |
| --- | --- |
| 1. Assets | * 1. Land and buildings   2. Plant and machinery   3. Motor vehicles   4. Equipment   5. Furniture |
| 1. Physical Controls | * 1. Physical asset   2. Asset specifications   3. Asset location – GPS tracking   4. Inspection   5. Insurance   6. Usage and authorization |
| 1. Internal Control Systems | * 1. Asset register records   2. Debt instruments on assets   3. Purchase cost   4. Depreciation   5. Capital Allowances   6. Financial statement Reporting |
| 1. Inventory | * 1. Goods for resale   2. Components   3. Consumables |
| 1. Inventory Transactions | * 1. Purchases   2. Sales   3. Issues to department   4. Returns |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Planning
* Analytical
* Interpretation
* Attention to detail
* Communication
* Problem solving
* Networking
* Evaluation
* Computation

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Auditing
* Risk management
* Resource mobilization
* Financial and asset management
* Record keeping
* Financial accounting
* Procurement Act and Regulations
* Stocktaking and recording
* Asset Management

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified business assets   2. Prepared business fixed asset and liabilities plan   3. Identified business internal controls   4. Carried out internal control procedure on assets and liabilities   5. Carried out stocktaking of inventory   6. Recorded inventory transactions   7. Prepared a report on assets and liabilities |
| 1. Resource Implications | The following resources must be provided:   * 1. Assessment location   2. Candidate reports   3. Laptop/projector   4. Asset templates   5. Inventory templates |
| 1. Methods of Assessment | Competency may be assessed through:   1. Observation 2. Written 3. Oral 4. Presentation 5. Third party report |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. In work placement   Off the job assessment must be undertaken in a closely simulated workplace environment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended. |

### CONTROL BUSINESS RISKS

**UNIT CODE: BUS/BM/CR/5/5**

**Unit Description**

This unit specifies the competencies required to control business risks. It involves assessing business risks, establishing risk management team, developing risk mitigation plan, monitoring risk management process and preparing business risk management report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Assess business risks | * 1. ***Business risks*** are identified according to the strategic plan, ***SWOT* and *PESTEL*** analysis   2. Risk scenarios are analyzed from crisis reports and publications   3. ***Risk assessment matrix*** is prepared according to risk scenarios and organizational procedures   4. ***Risk perspectives*** are classified according to type of organization and nature of business |
| 1. Establish risk management team | * 1. Risk management team job analysis is carried out based on identified risks, HR policy   2. Existing Human Resource is assessed against the job analysis report   3. Existing Human Resources are deployed as per job requirement   4. ***Recruitment process*** for risk management team in conducted in accordance with HR policy and requirements   5. ***Job specification*** is developed as per job requirements and HR policy   6. Risk management organization structure is established as per HR regulations and specialization   7. Review meetings to report risk control and analyze **risk data** are conducted according to procedures for identifying and mitigating risks |
| 1. Implement risks mitigation plan | * 1. Risk impact is evaluated according to the Risk assessment matrix   2. ***Risk mitigation*** measures are developed according to the evaluation of the risk assessment matrix and budget.   3. ***Risk mitigation* *plans*** are carried out according documented risk and budgets   4. Internal control is carried out in accordance to organization’s internal control procedures   5. Compliance with legal and regulatory requirements is monitored in accordance with Enterprise Risk Management (ERM) Policy   6. Risks mitigation responses are determined and carried out according to the ERM policy   7. Risk mitigation report is prepared and shared in accordance with SOPs |
| 1. Monitor and evaluate risk management process | * 1. New risk areas are identified according to risk management process   2. Risk monitoring and evaluation plans are prepared according to risk management procedures   3. Risk impact and likelihood is modified in accordance to Risk mitigation procedures   4. Risk management training for all staff is carried out according to HR procedures   5. Risk management is integrated to organization change process as per ERM policy |
| 1. Prepare risk management report | * 1. Major changes in risks are identified according to organization’s procedures.   2. ***Risk Data*** is obtained according to SOPs   3. Changes in risk impact and likelihood are reported in accordance to ERM policy.   4. Risk management recommendations are implemented as per ERM policy   5. Business risk management report is prepared and shared in accordance with SOPs |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range**  ***May include but not limited to:*** |
| --- | --- |
| 1. Business Risks | 1. Business Interruption 2. Property loss 3. Employee injury 4. Business liability 5. Data Security breach 6. Financial 7. Operating |
| 1. PESTEL | * 1. Political   2. Economical   3. Social   4. Technological   5. Environmental   6. Legal |
| 1. SWOT | * 1. Strengths   2. Weakness   3. Opportunities   4. Threats |
| 1. Risk Assessment Matrix | * 1. Likelihood   2. Impact |
| 1. Risk Perspectives | * 1. Pure or speculation   2. Objective or subjective   3. Diversifiable or non-diversifiable |
| 1. Recruitment | * 1. Selection   2. Referrals   3. Outsourcing   4. Head hunting |
| 1. Job Specification | * 1. Specific qualifications   2. Level of experience   3. Emotional intelligence   4. Technical skills |
| 1. Risk Mitigation | * 1. Risk Acceptance/retention   2. Risk Avoidance   3. Risk Transfer   4. Risk limitation/ modify impact and likelihood   5. Exploitation |
| 1. Risk Mitigation Plan | * 1. Insurance   2. Training   3. Integration |
| 1. Risk Areas | * 1. Finance   2. Labor turnover   3. Assets   4. Liabilities |
| 1. Risk Data | * 1. Identification of assets   2. Valuing the assets   3. Identifying threats   4. Calculating the risk   5. Perform Cost Benefit Analysis |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Multi-tasking skills
* Analytical skills
* Stress Management
* Organizing
* Coordination
* Communication and negotiation
* Problem solving
* Networking
* Decision making
* Public Relations

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Business planning
* Enterprise Risk management (ERM)
* Resource mobilization
* Team work and conflict management
* Financial and asset management
* Cost Benefit Analysis
* Crisis Management
* Business environment
* Partnership building
* Coordination
* Insurable risks
* Risk assessment matrix
* SWOT Analysis and PESTEL
* Risk management team/structure

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified risks in business operations   2. Developed risk management organization structure   3. Selected appropriate risk mitigation plan   4. Monitored and evaluated risk management process   5. Prepared risk management report |
| 1. Resource Implications | The following resources must be provided:   * 1. Assessment location   2. Work station   3. Third party reports   4. Computer/printer   5. Format templates |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written   3. Oral   4. Third party report   5. Case study |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. In work placement (attachment,)   4. Off the job assessment must be undertaken in a closely simulated workplace environment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended. |

### COORDINATE INFORMATION COMMUNICATION TECHNOLOGY

**UNIT CODE: BUS/BM/CR/6/5**

**Unit Description**

This unit specifies the competencies required to coordinate ICT functions. It involves developing organizations ICT policy, organizing procurement of ICT services, supervising ICT installation and maintenance, integrating ICT in operations, conducting ICT user training, promoting ICT innovation, coordinating virtual platforms, analyzing and interpreting user reports and preparing ICT report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Develop organizations ICT policy | * 1. ICT Needs assessment is carried out according to organizations business operations   2. Technical team is formed in accordance with organization policy   3. ***ICT draft policy*** is developed in accordance with the strategic plan   4. ICT draft policy is reviewed and a report generated according to organization standard operating procedures   5. Amendments on draft ICT policy is undertaken based on review report   6. ICT policy is developed in accordance with the ICT objectives in the strategic plan   7. ICT policy is shared among organization departments according to organization policy |
| 1. Procure of ICT Services | * 1. Requisitions are received from user departments according to ICT policy   2. Invitation to tender or quotation is undertaken according to the budget and the mode according to the procurement procedure and regulations   3. Sourcing of **ICT services** is done in accordance with the procurement procedure and regulations.   4. Verification of procured ICT services is undertaken according to the procurement policy   5. Procured ICT services are distributed to respective departments based on procurement policy |
| 1. Supervise ICT Installation and Maintenance | * 1. Requirements of the ***ICT system*** installation are provided in accordance with the nature of the service and service providers policy guidelines   2. Installation process are conducted in accordance with the ICT service provider policy and contract between the organization and the service provider   3. ICT system is maintained as per the ICT policy requirements   4. The ICT system is reviewed in accordance with the feedback gathered from the users |
| 1. Integrate ICT in Operations | * 1. Systems networking in the organization is undertaken according organization structure   2. ***Systems of sharing information*** is developed and implemented in accordance with the organization requirements   3. Establish enterprise resource planning (ERP) according to organization policy   4. Challenges in the system are reported according to the standard operating procedures   5. ICT system is upgraded or downgraded in accordance with the ICT policy |
| 1. Conduct ICT User Training | * 1. Training needs assessment is carried out in accordance with HR training procedures   2. Training objectives are set based on training needs   3. ICT Training programmes is prepared as per HR procedures   4. ICT Training budget is prepared according to organization finance procedures and policy   5. ICT Training resources are obtained in accordance with budget   6. ICT training is carried out as per training programme and budget   7. Evaluation of training is carried out as per training needs and objectives set   8. Training report is prepared and shared according to organization procedures |
| 1. Promote ICT Innovation | * 1. Current technologies in ICT are identified and evaluated according to the organizational needs   2. Training needs on ICT are identified and conducted according to the needs and approved budget   3. ***ICT new technologies*** are adopted and managed as per ICT guidelines   4. Impact assessment on new ICT technology uptake is conducted according to the organization policy   5. Recommendation on ICT uptake is made |
| 1. Coordinate Virtual Platforms | * 1. ***Virtual platforms*** are identified according to organization needs   2. Personnel are trained on virtual platforms according to organizational policy   3. Virtual platform is customized in accordance with organizations needs   4. **Online services** for the business are developed in accordance with ICT Policy   5. System feedback is monitored and reviewed as per ICT policy   6. Systems security is provided in accordance with ICT policy |
| 1. Analyze and Interpret Reports | * 1. Information analysis system is developed as per the organization policy   2. Departmental user reports are obtained according to the organization policy   3. Analysis and interpretation of reports is conducted according to the ICT policy.   4. Analyzed departmental user reports are disseminated according to organization procedures   5. Periodic review of ICT system is undertaken in accordance with ICT policy and procedures/SOPs |
| 1. Prepare ICT Report | * 1. Organization ICT report is prepared and shared in accordance with SOPs   2. ICT Areas of concern are identified based on targets and ICT procedures   3. ICT recommendations are implemented as per ICT policy |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range**  ***May include but not limited to:*** |
| --- | --- |
| * 1. ICT Services | * 1. Hardware   2. Software   3. Data   4. Users   5. Communications technology |
| * 1. ICT Policy | * 1. Users   2. Service providers   3. Acquisition   4. Maintenance   5. Monitoring   6. Disposal   7. Control |
| * 1. Social Media Platforms | * 1. Facebook   2. WhatsApp   3. Instagram   4. Twitter   5. Telegram |
| * 1. ICT system | * 1. Hardware   2. Software   3. Personnel   4. Speed   5. Storage capacity   6. Coding   7. Network |
| * 1. ICT Technologies | * 1. Human interface   2. Nano technology   3. Bio technology   4. Artificial intelligence technology |
| * 1. On line services | * 1. Websites   2. Email   3. Video conference   4. Registration   5. Recruiting |
| * 1. Systems of Sharing Information | * 1. LAN   2. Telephone   3. Internet |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Planning
* Problem solving and trouble shooting
* Networking
* Computer applications
* Computer operation
* ICT applications
* Analytical
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Basic principles of applied ICT
* Usage of computer
* Computer maintenance and servicing
* Enterprise resource placing
* Web designs
* Data security
* Procurement
* Use of internet
* Communication
* Basic budgeting

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Carried out organization’s ICT needs assessment   2. Developed organization ICT policy   3. Procurement of ICT services   4. Installed ICT systems   5. Maintained ICT systems   6. Developed networking systems for the organization   7. Established enterprise resource planning   8. Adopted to new appropriate ICT technologies   9. Demonstrated understanding of new ICT technologies   10. Identified, adopt and managed use of social media   11. Developed online services for the business   12. Analyzed and interpreted ICT user reports |
| 1. Resource Implications | The following resources must be provided:   * 1. Assessment location   2. Work station   3. Candidate reports/file   4. Computer/printer   5. Projectors   6. Tablets   7. Internet connectivity |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Project   3. Case study   4. Written   5. Third party reports   6. Oral |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. In work placement (attachment,)   Off the job assessment must be undertaken in a closely simulated workplace environment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended. |