

**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**SUPPLY CHAIN MANAGER**

**LEVEL 6**



TVET CDACC

P.O. BOX 15745-00100

NAIROBI

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# 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 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 and this resulted in 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 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 Supply Chain Manager Level 6. These Occupational Standards will also be the basis for assessment of an individual for competence certification.

It is my conviction that this Occupational Standards will play a great role towards development of competent human resource for the Business 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 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.

TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Supply Chain Sector Skills Advisory Committee (SSAC) have developed these occupational standards for Supply Chain Manager 6. These Standards will also be the basis for assessment of an individual for competence certification

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, Supply Chain SSAC, expert workers and all those who participated in the development of this Occupational Standards.

**CHAIRPERSON**

**TVET CDACC**

# ACKNOWLEDGMENT

This Occupational Standard have been designed for competency-based training and has independent competencies of learning that allow the trainee flexibility in entry and exit. In developing the occupational standards, significant involvement and support was received from various organizations.

I recognize with appreciation the role of the Supply Chain Sector Skills Advisory Committee (SSAC) in ensuring that competencies required by the industry are addressed in the standards. I also thank all stakeholders in the Supply Chain sector for their valuable input and all those who participated in the process of developing these occupational standards.

I am convinced that these occupational standards will go a long way in ensuring that workers in Supply Chain Sector acquire competencies that will enable them to perform their work more efficiently.

**CHAIRPERSON**

**SUPPLY CHAIN SECTOR SKILLS ADVISORY COMMITTEE**

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# ABBREVIATIONS AND ACRONYMS

CDACC Curriculum Development Assessment and Certification Council

CU Curriculum

BC Basic Competency

CC Core Competency

CO Common Units

KCSE Kenya Certificate of Secondary Education

KNQA Kenya National Qualifications Authority

OSHA Occupation Safety and Health Act

PPE Personal Protective Equipment

SSAC Sector Skills Advisory Committee

TVET Technical and Vocational Education and Training

FIFO First in First Out

LIFO Last in First Out

LSO Local Service order

LPO Local Purchase order

# KEY TO UNIT CODE

**BUS/OS/SCM/CR/01/6 / A**

Industry or sector

Occupational Standards

Occupational area

Type of competency

Competency number

Competency level

Version control

# OVERVIEW

Supply Chain Management Level 6consists of competencies that a person must achieve to procuring organizations’ goods and services, overseeing warehousing of procured goods, overseeing distribution of stored goods, managing supply chain operations, managing procurement contracts and disposing organizational assets.

**BASIC UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| **Unit Code** | **Unit Title** |
| BUS/OS/SC/BC/01/6 / A | Demonstrate Communication Skills |
| BUS/OS/SC/BC/02/6 / A | Demonstrate Numeracy Skills |
| BUS/OS/SC/BC/03/6 / A | Demonstrate Digital Literacy |
| BUS/OS/SC/BC/04/6 / A | Demonstrate Entrepreneurial Skills |
| BUS/OS/SC/BC/05/6 / A | Demonstrate Employability Skills |
| BUS/OS/SC/BC/06/6 / A | Demonstrate Environmental Literacy |
| BUS/OS/SC/BC/07/6 / A | Demonstrate Occupational Health And Safety Practices |

**CORE UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| **Unit Code** | **Unit Title** |
| BUS/OS/SC/CR/01/6 / A | Procure Organizations’ Goods and Services |
| BUS/OS/SC/CR/02/6 / A | Oversee Warehousing of Procured Goods |
| BUS/OS/SC/CR/03/6 / A | Oversee Distribution of Stored Goods |
| BUS/OS/SC/CR/04/6 / A | Manage Supply Chain Operations |
| BUS/OS/SC/CR/05/6 / A | Manage Procurement Contracts |
| BUS/OS/SC/CR/06/6 / A | Dispose Organizational Assets |

# BASIC UNITS OF COMPETENCY

**DEMONSTRATE COMMUNICATION SKILLS**

**UNIT CODE:** BUS/OS/SC/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:** BUS/OS/SC/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:** BUS/OS/SC/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 :** BUS/OS/SC/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:** BUS/OS/SC/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:** BUS/OS/SC/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 analyzed and recorded according to industry procedures.   4. Current work processes to access information and data is analyzed 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 are 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. Analyze 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 analyzed 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:** BUS/OS/SC/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. |

# CORE UNITS OF COMPETENCY

# PROCURE ORGANIZATIONS’ GOODS AND SERVICES

**UNIT CODE:** BUS/OS/SC/CR/01/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to procure organizations’ goods and services. It involves planning for procurement of organizations’ goods, works and services, procuring organizations’ goods, works and services, taking charge of procured goods and issuing procured goods.

**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. Plan for procurement of organizations’ goods, works and services | 1. Availability of funds is established based of the organizations’ budget. 2. ***Requirements of the organization*** are established based on organizations’ work plan. 3. ***Procurement plan*** is prepared   based on requirements of the organization.   1. Procurement plan is approved as per organizations policy and available funds. |
| 1. Procure organizations’ goods, works and services | * 1. Prequalification of suppliers is developed as per standard operating procedures.   2. ***Specifications*** are developed based on organization policy and laid down regulations.   3. Market price survey is conducted as per standards operating procedures   4. Procurement ***bids*** are invited based on requirements of the organization.   5. Procurement bids are subjected to various levels of evaluationbased on the specifications as per standard operating procedures.   6. Procurement bids are awarded to the most responsive bidder based on evaluation report and negotiations   7. Procurement contracts are developed between the organization and the awarded bidder-based agreement as per standard operating procedures.   8. Procurement contract is signed as per standard operating procedures.   9. The contract is managed by both parties as per contract agreement |
| 1. Take charge of procured goods | * 1. Procured supplies are inspected and accepted or rejected based on specifications as per SOPs.   2. Delivery documentsare verified and forwarded for payment as per standard operating procedures.   3. Goods are received based on delivery documents as per standard operating procedures.   4. Procured goods are recorded in respective ledgers cards as per standard operating procedures.   5. Goods are stored based on their respective storage conditions or dispatched to the user departments as per standard operating procedures   6. Payment is followed up as per the organizations policy. |
| 1. Issue procured goods | * 1. Approved requisitions for goods are received and verified as per workplace policy.   2. Issued goods are systematically recorded as per workplace policy.   3. Issued goods are signed for as per workplace 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.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Requirements of the organization | * + Infrastructure   + Computers   + Furniture   + MROs |
| 2. Procurement plan | * + Departmental plan   + procurement consolidated plan |
| 3. Specifications | * + Quantity   + Quality   + Dimensions   + Service levels   + TORs and brand |
| 4. Bids | * + RFQ -Request for quotations   + Tender   + RFP – request for proposals   + Expression of interests |
| 5. Levels of Evaluation | * + Qualification   + Technical   + Financial |
| 6. Negotiations | * On terms and conditions |
| 7. Delivery documents | * + Delivery notes   + Goods receipt   + Invoice * Duplicated LSO or LPO |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Development of procurement plan
* Evaluation of vendors
* Preparation of contracts
* Goods inspection
* Receiving of goods
* Taking-charge of goods
* Handling of goods
* Handling delivery documents
* E-Procurement

**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. Established availability of funds.   2. Established requirements of the organization   3. Prepared procurement plan   4. Developed a list prequalification of suppliers   5. Developed specifications item to be procured   6. Conducted market price survey   7. Invited procurement bids   8. Evaluated procurement bids   9. Awarded Procurement bids to the most responsive bidder   10. Developed Procurement contracts   11. Inspected and accepted/rejected procured supplies   12. Verified and forwarded delivery documents   13. Received procured goods appropriately   14. Recorded Procured goods accurately   1.15 Stored procured goods under recommended conditions  1.16 Dispatched goods to user departments appropriately   * 1. Followed-up vendors payment   1.18 Received and verified approved requisitions for goods   * 1. Systematically recorded the issuing of goods   2. Facilitated signing for goods issued |
| 2. Resource Implications | The following resources must be provided   * 1. A functional procurement unit   2. A functional procurement entity with a warehouse |
| Methods of  Assessment | Competency may be assessed through:   * 1. Written tests   2. Third party reports   3. Oral questioning   4. Interview   5. Observation |
| 4. Context of Assessment | Assessment could be conducted:   * 1. On-the-job   2. Off-the-job   3. During industrial attachment |
| 5. Guidance information for  assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# OVERSEE WAREHOUSING OF PROCURED GOODS

**UNIT CODE:** BUS/OS/SC/CR/02/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to store procured goods. It involves designing/ layout a store / warehouse, maintaining layout of goods in the store, maintaining records of stored goods, maintaining quality of stored goods, maintaining optimum stock levels and securing stored goods.

**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. Design/ layout a store / warehouse | * 1. Warehouse/store is designed based on nature of goods to be handled and available space.   2. Warehouse/store is laid out based on   nature of goods to be handled. |
| 2. Maintain layout of goods in the store | * 1. ***Goods are classified*** based their storage requirements.   2. Goods are arranged in the store based on their categorization.   3. Stores cleanliness and tidiness are maintained in accordance workplace policy   4. Required storage and materials handling equipment is identified and used appropriately |
| 3. Maintain records of stored goods | * 1. Procured goods are recorded in respective stores ledgers as per standards operating procedures.   2. Registers for the ledgers are prepared as per standards operating procedures.   3. ***Delivery documents*** are filed as per standards operating procedures. |
| 4. Maintain quality of stored goods | * 1. ***Storage pests*** are controlled based on infestation as per standard operating procedures.   2. Goods are stored based on their ***storage requirements***   3. Stored goods are utilized/issued based on weighted average and FIFO and LIFO principles.   4. Stored goods are secured from adulteration as per workplace policy.   5. Store is maintained as per legal requirements |
| 5. Maintain optimum stock levels | * 1. Ordering for goods is done with due consideration to available storage space as per standards operation procedures.   2. Stock control is done to ensure optimum stock levels are maintained as per workplace policy.   3. Stock taking is done regularly to ensure records tally with physical stock as per standards operation procedures.   4. Stock verification is done regularly to establish efficiency stores record management.   5. Demand forecasting methods are identified |
| 6. Secure stored goods | * 1. High value goods are stored in locked cages within the stores as per standards operation procedures.   2. Stores are built of strong walls and reinforced roofs as per standards operation procedures.   3. Stores are locked up at all times as per workplace policy and standards operation procedures.   4. Stores are physically watched at all times as per workplace policy and standards operation procedures.   5. Stores watchmen are vetted as per workplace policy and standards operation procedures.   6. Security surveillance systems are monitored as per workplace policy.   7. Risk of theft of stored goods is   assessed and mitigation measures put in place as per workplace 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.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Goods are classified may include but not limited to: | * + Value   + Perishability   + Activity based classification   + Flammability   + Strength |
| 2. Delivery documents may include but not limited to: | * + Copy of contract agreement   + Copy of LPO   + Copy of invoice   + Copy of delivery note   + Copy of inspection report   + Copy of payment voucher |
| 3. Storage  condition requirements may include but not limited to: | * + Refrigeration   + Dry place   + Humidity   + Ventilation   + Darkness   + Lightness |
| 4. Storage pests may include but not limited to: | * Rodents * Insects |
| 5. Storage  requirements may include but not limited to: | * + Cold dry place   + Dry place   + Humid conditions   + Moist conditions   + Ventilated   + Dark   + Manufacturers’ instructions |
| 6. Legal  requirements may include but not limited to: | * + OSHA   + Factories Act   + Employment Act   + EMCA 1999   + Public Health Cap 242 |
| 7. Security  surveillance systems may include but not limited to: | * + CCTV   + Alarms   + Clock in cards |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Record keeping skills
* Critical thinking
* Risk assessment and management

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Receiving goods
* Storage conditions for various goods
* Risk assessment and management
* Control of storage pests
* Stores records management
* Security surveillance systems
* Stock taking
* Stock verification
* Stock utilization
* Stock control
* Stores security
* Stacking methods
* Storage methods

**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. Designed/laid out warehouse/store appropriately   2. Demonstrated knowledge of warehouse design and layout   3. Considered good storage requirements in their classification   Arranged stored goods based ontheir categorization.   * 1. Maintained stores cleanliness and tidiness   2. Demonstrated knowledge of storage pests control   3. Observed FIFO and LIFO principles in the issuance of stored goods   4. Secured Stored goods from adulteration   5. Demonstrated knowledge of legal requirements related to warehousing.   6. Demonstrated understanding of relationship between storage space and stock level   7. Regularly took stock and updated stock control records.   8. Stored high value goods under locked cages   9. Demonstrated understanding of structural design of stores   10. Demonstrated understanding of the significance of safety and security of warehouses   11. Demonstrated understanding of risk assessment and mitigation measures |
| 2. Resource Implications | The following resources must be provided:   * 1. A functional procurement unit   A functional procurement entity with a warehouse |
| 3. Methods of Assessment | Competency may be assessed through:   * 1. Written tests   2. Third party reports   3. Oral questioning   4. Interview   5. Observation |
| 4. Context of Assessment | Assessment could be conducted:   * 1. On-the-job   2. Off-the–job   3. During industrial attachment |
| 5. Guidance  information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# OVERSEE DISTRIBUTION OF STORED GOODS

**UNIT CODE:** BUS/OS/SC/CR/03/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to distribute goods to customers. It involves establishing goods distribution channels, organizing goods distribution logistics, tracking movement of goods and overseeing delivery of goods to customers

**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 goods distribution channels | 1. Prospective customers are identified by location as per workplace policy. 2. A map of customers based on their location is drawn as per standard operating procedures. 3. Most efficient distribution routes are established based on principles of cost minimization. |
| 2. Organize goods distribution logistics | * 1. Goods to be transported are categorized based on their nature, recommended conditions of transport and safety requirements.   2. ***Modes of transport*** are identified based on organizations’ resources, quantity of goods, values of goods, nature of goods and cost effectiveness as per workplace policy.   3. Means of transport for various goods are assigned based on suitability and nature of goods to be distributed.   4. ***Transport fleet*** are assigned different routes within the distribution channel as per workplace policy.   5. Movement of transport fleet is ***authorized*** as per workplace policy. |
| 3. Track  movement of goods | 1. Transport fleet is fitted with motor ***vehicles tracking system*** as per workplace policy. 2. Transport fleet tracking systems are monitored regularly as per workplace policy. 3. Predetermined transport channels are adhered to as per workplace policy. |
| 4. Oversee  delivery of goods to customers | * 1. Distribution staff is supervised as per workplace policy.   2. 4.2 Goods are delivered to customers based on clients’ terms and conditions of delivery.   3. Delivery notes are endorsed by the recipient as per workplace policy.   4. Endorsed delivery notes are surrendered as per workplace 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.

|  |  |
| --- | --- |
| **Range** | **Variables** |
| 1. Modes of Transport | * + Rail   + Road   + Air   + Water   + Carts   + Pipeline   + Inter-modal   + Milk runs   + 2 and 3 legged vehicles |
| 2. Transport Fleet | * + Trucks   + Pick-ups   + Cargo planes   + Tractors |
| 3. Authorized | * + Work ticket   + Authority letter   + Detail orders |
| 4. Vehicles  Tracking System | * + Radios   + Geographical Positioning System   + Cellular Tracking   + Satellite Tracking Systems   + Wireless System |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking
* Risk management and assessment

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Tracking systems,
* Fleet management
* Distribution channels
* Distribution documents
* Staff supervision
* Types of goods
* Prospecting for customers
* Risk assessment and management

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical  aspects of competency | Assessment requires evidence that the candidate:   * 1. Identified Prospective customers appropriately   2. Demonstrated knowledge of customers’ location   3. Established distribution routes efficiently   4. Categorized Goods to be transported appropriately   5. Identified modes of transport efficiently   6. Assigned suitable means of transport for various goods.   7. Assigned Transport fleet for different routes appropriately.   8. Authorized movement of transport fleet appropriately.   9. facilitated fitting of tracking system into transport fleet   10. Regularly monitored transport fleet   tracking systems   * 1. Adhered to predetermined transport channels   2. Supervised distribution staff appropriately   3. Delivered goods to customers efficiently   4. Ensured endorsement of delivery notes   5. Ensured surrender of endorsed   delivery notes |
| 2. Resource implications | The following resources must be provided:   * 1. A functional procurement unit   2. A functional procurement entity with a warehouse |
| 3. Methods of assessment | Competency may be assessed through:   * 1. Written tests   2. Third party reports   3. Oral questioning   4. Interview   5. Observation |
| 4. Context of assessment | Assessment could be conducted:   * 1. On-the-job   2. Off-the–job   3. During industrial attachment |
| 5. Guidance Information for  Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE SUPPLY CHAIN OPERATIONS

**UNIT CODE:** BUS/OS/SC/CR/04/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage supply chain operations. It involves developing organizations’ procurement policy, planning and organizing supply chain operations, managing procurement staff, overseeing supply chain operations and controlling supply chain operations.

**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’ procurement and asset disposal policy | * 1. Legal framework on procurement and disposal of assets is interpreted.   2. An internal procurement and asset disposal policy is developed based on the national policy and organizations requirements.   3. Internal policy on procurement and disposal of assets is presented to management for approval and adoption.   4. The approved policy is disseminated to relevant stakeholders as per workplace policy.   5. The policy is interpreted to stakeholders as per workplace policy.   6. The policy is implemented as per legal requirements and workplace policy.   7. Implementation of the policy is monitored, evaluated and reviewed as   per workplace policy. |
| 2. Plan and  organize supply chain operations | * 1. Department operational resources are identified and their availability secured as per workplace policy.   2. Department organizational structure is developed based on the activities of the department.   3. Operational resources are allocated based on the activities of the   department.  2.4 Procurement staff is allocated duties based on their competence and job  description. |
| 3. Manage  Procurement Staff | * 1. New procurement staff is inducted based on the workplace policy.   2. Performance targets are set based on work plan as per workplace policy.   3. Supervision procedures are established as per workplace policy.   4. Performance of procurement staff is measured based on set targets and the organizations policy.   5. Procurement staff records are maintained as per workplace policy.   6. Staff adherence to standard operating procedures is monitored as per workplace policy.   7. Establish procurement staff capacity building program based on the   workplace policy.   * 1. 3.8 Code of ethics/work ethics are adhered to. |
| 4. Oversee  Supply chain operations | * 1. Leadership is provided based on situational needs.   2. Procurement staff is motivated and reprimanded based on workplace policy.   3. Procurement processes and procedures are adhered to as per workplace policy.   4. Procurement documentation is maintained as per workplace policy and legal requirements.   5. Procurement reports are generated as   6. per workplace policy. |
| 5. Control supply chain operations | 5.1 ***Procurement control mechanisms*** are established as per workplace policy.   * 1. Procurement control mechanisms are implemented as per workplace policy.   2. Procurement control mechanisms are monitored, evaluated and reviewed as per workplace policy.   3. Supply chain operations are   4. monitored and evaluated as per workplace 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.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Procurement   Control Mechanisms may include but not limited to: | * + Resource utilization,   + Movement, approvals |

**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:

* Administrative skills
* Communication skills
* Interpersonal skills
* Negotiation skills
* Analytical skills
* Risk assessment skills
* Evaluation skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Principles of administration and management
* Purchasing of goods and services
* Storage of goods
* Vendor contracting
* Stock control
* Disposal of assets
* Distribution of goods
* Procurement programming
* Standard operating procedures
* Public Procurement and Asset Disposal Act, 2015 and regulations (2006)

**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 | Assessment requires evidence that the candidate:   * 1. Demonstrated knowledge of the Legal framework on procurement and disposal of assets.   2. Developed an Internal Procurement and Asset Disposal Policy Ensured Approval and Adoption of Internal Policy on Procurement and Disposal of Assets.   3. Disseminated and interpreted the approved policy to relevant stakeholders   4. Implemented the policy appropriately.   5. Monitored, evaluated and reviewed the implementation of the policy.   6. Identified and secured availability of department’s operational resources.   7. Developed department organizational structure   8. Allocated operational resources appropriately   9. Allocated duties to Procurement staff appropriately   10. Inducted new procurement staff.   11. Set performance targets   12. Established Supervision procedures.   13. Demonstrated knowledge of staff performance measurement.   14. Maintained procurement staff records appropriately.   15. Monitored Staff adherence to standard operating procedures Established and implemented procurement staff capacity building program   16. Demonstrated understanding of leadership concepts.   17. Demonstrated understanding of staff motivation and sanctions Adhered to procurement processes and procedures   18. Maintained procurement documentation   19. Demonstrated understanding of the procurement policy and procedures |
| 2. Resource Implications | The following resources must be provided:   * 1. A functional procurement unit   A functional procurement entity with a warehouse |
| 3. Methods of Assessment | Competency may be assessed through:   * 1. Written tests   2. Third party reports   3. Oral questioning   4. Interview   5. Observation |
| 4. Context of Assessment | Assessment could be conducted:   * 1. On-the-job   2. Off-the–job   3. During industrial attachment |
| 5. Guidance information  for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE PROCUREMENT CONTRACTS

**UNIT CODE:** BUS/OS/SC/CR/05/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage procurement contracts. It involves monitoring progress of procurement contracts, managing vendor relationships and evaluating vendor contract 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. Monitor  Progress of Procurement Contracts | * 1. ***Tools for monitoring progress*** of contract are developed based on parameters to be measured.   2. Contract progress monitoring schedule is developed as per workplace policy.   3. Contract progress monitoring is conducted in accordance with the monitoring schedule.   4. Contract progress monitoring report is prepared as per workplace policy   5. Action is taken based on the contract   Progress report and workplace policy. |
| 2. Manage  Vendor Relationships | * 1. Clear specifications are prepared in accordance with needs of user as per workplace policy.   2. Vendors evaluation is done fairly and objectively as per ***legal requirements*** (documents and supplier visits)   3. Contracts are awarded fairly and objectively as per legal requirements and standards operating procedures.   4. ***Incentives*** are given to vendors as per workplace policy.   5. Flexibility is exercised based on the case at hand.   6. Vendors are paid in accordance with the contract and workplace policy.   7. Vendors are appraised as per SOPs. |
| 3. Evaluate  Vendor Contract Performance | * 1. Vendor contract progress evaluation tools are developed based on parameters to be measured.   2. Vendor contract progress evaluation committee is appointed as per workplace policy.   3. Notice for vendor contract progress evaluation committee meeting is prepared and circulated as per workplace policy.   4. Vendor contract progress evaluation is conducted as per workplace policy.   5. Vendor contract progress report is prepared as per workplace policy.   6. None performing vendor contracts are terminated as per legal requirements as per standard operating 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.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Tools for monitoring progress may include but not limited to: | * Data collection tools |
| 2. Legal Requirements may include but not limited to: | * + Contract   + Procurement laws   + Terms and conditions |
| 3. Incentives may include but not limited to: | * + Extended contracts   + Timely payment |

**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:

* Contract performance measurement skills
* Communication skills
* Interpersonal skills
* Negotiation skills
* Analytical skills
* Risk assessment skills
* Evaluation skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Risk management
* Program monitoring
* Transition management
* Performance management
* Performance measurement
* Contract termination
* Vendor relationships
* Contract evaluation

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Demonstrated ability to develop tools and schedule for monitoring contract progress.   2. Monitored progress of contracts and prepared progress report.   3. Took appropriate action-based progress report   4. Prepared clear specifications for procurement of goods, works and services.   5. Conducted vendors and bids evaluation and awarded contracts fairly, objectively and legally.   6. Demonstrated understanding of incentives used to enhance buyer supplier relationships.   7. Initiated prompt payment of vendors   8. Initiated the appointment of vendor evaluation committee, facilitated its activities and prepared a report.   9. Terminated none performing vendor contracts |
| 2. Resource Implications | The following resources must be provided:   * 1. A functional procurement unit   A functional procurement entity with a warehouse |
| 3. Methods of Assessment | Competency may be assessed through:   * 1. Written tests   2. Third party reports   3. Oral questioning   4. Interview   Observation |
| 4. Context of Assessment | Assessment could be conducted:   * 1. On-the-job   2. Off-the–job   3. During industrial attachment |
| 5. Guidance  information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DISPOSE ORGANIZATIONAL ASSETS

**UNIT CODE:** BUS/OS/SC/CR/06/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to dispose organization’s assets. It involves monitoring progress of procurement contracts, classifying assets for disposal, executing disposal orders and preparing disposal certificate.

**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. Monitor  progress of procurement contracts | * 1. Notification of unserviceable, obsolescent, obsolete or surplus assets is received from user departments.   2. List of unserviceable, obsolescent, obsolete or surplus assets is verified based on organization’s needs and technological dynamics as per workplace policy.   3. A disposal committee is appointed as per legal requirement.   4. Assets to be disposed are assessed as per standard operating procedures based on legal requirements.   5. An assessment report is prepared as per workplace policy. |
| 2. Classify assets for disposal | * 1. Serviceable/surplus assets are identified and categorized as per the SOP   2. Unserviceable assets are identified and categorized as per the SOP   3. Obsolete and obsolescent assets are identified and categorized as per the SOP   4. A classification report and recommendation for suitable methods of assets disposal is prepared as per workplace policy and legal requirements. |
| 3. Execute  disposal orders | 1. ***Authority to dispose*** is sought as per the legal requirements. 2. Schedules for asset disposal is prepared and disseminated to relevant stakeholders as per workplace policy guided by SOPs. 3. The actual ***disposal*** is executed as per SOP and legal requirements. |
| 4. Prepare  disposal certificate | 1. Disposal orders are documented as per legal requirements and SOP 2. Disposal documents are ***ratified*** as per the legal requirements 3. Disposal documents are filed and maintained as per workplace policy and 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.

|  |  |
| --- | --- |
| **Range** | **Variables** |
| 1. Authority to dispose may include but not limited to: | * + Organization Management   + NEMA regulations   + Public Health |
| 2. Disposal may include but not limited to: | * + Sale by tender   + Donations   + Waste Disposal Management   + Sale by auction   + Trade-in   + Transfer to other entities |
| 3. Ratified may include but not limited to: | * + Simple representation   + Endorsements |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Methods of asset disposal
* Legal framework of asset disposal and related laws
* Waste management and disposal
* Disposal documents and documentation
* Health and safety in asset disposal

**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. Demonstrated understanding of asset disposal legal framework.   2. Verified list of unserviceable, obsolescent, obsolete or surplus assets   3. Facilitated the appointment of an asset disposal committee   4. Assessed and categorized assets to be disposed and prepared a report with recommendations   5. Sought authority to dispose   6. Demonstrated knowledge of stakeholders and their roles in asset disposal   7. Prepared and disseminated Schedules for asset disposal to relevant stakeholders   8. Demonstrated knowledge of asset disposal methods   9. Documented and maintained asset disposal documents |
| 2. Resource Implications | The following resources must be provided:   * 1. A functional procurement unit   2. A functional procurement entity with a warehouse |
| 3. Methods of Assessment | Competency may be assessed through:   * 1. Written tests   2. Third party reports   3. Oral questioning   4. Interview   5. Observation |
| 4. Context of Assessment | Assessment could be conducted:   * 1. On-the-job   2. Off-the–job   3. During industrial attachment |
| 5. Guidance  Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |