REPUBLIC OF KENYA NATIONAL

OCCUPATIONAL STANDARDS FOR

OFFICE ADMINISTRATOR

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 Kenya's development blue print 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 to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, occupation development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programs.

These reforms demand that industry takes a leading role in occupation development to ensure the occupation addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency based occupation for office administration Management Level-6. These occupational standards will also be the bases for assessment of an individual for competence certification.

It is my conviction that these occupational standards will play a great role towards development of competent human resource for the office administration sector's growth and sustainable 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 the Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform occupation development, assessment and certification. This called for 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 labour force.

The TVET Occupation Development, Assessment and Certification Council (TVET CDACC), in conjunction with Office administration Sector Skills Advisory Committee (SSAC have developed these occupational standards for an office administration technical. These occupational standards will be the bases for development

of competency based occupation for office administration management Level-6. These Standards

will also be the bases 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, office administration SSAC, expert workers and all those who participated in the development of these occupational standards.

PROF. CHARLES M. M. ONDIEKI, PhD, FIET (K),
Con. Eng. Tech.
CHAIRMAN, TVET CDACC

ACKNOWLEDGMENT

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

I thank TVET Occupation Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these standards. My gratitude goes to the office administration Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these standards. I thank all the individuals and organizations who participated in the validation of these standards. I acknowledge all other institutions which in one way or another contributed to the development of these standards.

CHAIRMAN,
OFFICE ADMINISTRATION SECTOR SKILLS ADVISORY COMMITTEE

ACRONYMS

BC   Basic Competency

CDACC Occupation Development, Assessment and Certification Council

CR   Core Competency

HO   Office administration Sector

ICT   Information Communication Technology

KNQA Kenya National Qualifications Authority

OS   Occupational Standards

OSHA Occupation Safety and Health Act

OSHS Occupation Safety and Health Standards

PPE   Personal Protective Equipment

SSAC Sector Skills Advisory Committee

TVET Technical and Vocational Education and Training

KEY TO UNIT CODE

BUS/OS/OA/BC/01/6

Industry or sector
Occupational Standards
Occupational area
Type of competency
Competency number
Competency level
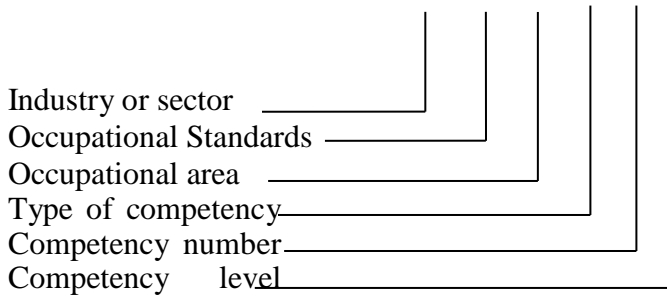
OVERVIEW

Office administrator qualification level- 6 consists of competencies that an individual must achieve to manage an organization's office. It entails managing front office operations, managing office mail, coordinating official meetings, managing office security, managing office telephone calls, processing computerised documents, demonstrating shorthand skills and demonstrating ICT skills.

The qualification consists of the following competencies covered under the following basic and core units of learning:

BASIC UNITS OF LEARNING

Unit Code	Unit Title
BUS/OS/OA/BC/01/6	Communication Skills
BUS/OS/OA/BC/02/6	Numeracy Skills
BUS/OS/OA/BC/03/6	Digital Literacy
BUS/OS/OA/BC/04/6	Entrepreneurial Skills
BUS/OS/OA/BC/05/6	Employability Skills
BUS/OS/OA/BC/06/6	Environmental Literacy
BUS/OS/OA/BC/07/6	Occupational Safety and Health Practices

COMMON UNITS OF LEARNING

Unit Code	Unit Title
BUS/OS/ OA/CC/01/6	Demonstrate Shorthand Skills
BUS/OS/OA/CC/02/6	Demonstrate ICT Skills

CORE UNITS OF LEARNING

Unit Code	Unit Title
BUS/OS/OA/CR/01/6	Manage Front Office Operations
BUS/OS/OA/CR/02/6	Manage Office Mail
BUS/OS/OA/CR/03/6	File Office Documents
BUS/OS/OA/CR/04/6	Coordinate Official Meetings
BUS/OS/OA/CR/05/6	Coordinate Travel Arrangement
BUS/OS/OA/CR/06/6	Manage Petty Cash
BUS/OS/OA/CR/07/6	Manage Office Security
BUS/OS/OA/CR/08/6	Manage Telephone Calls
BUS/OS/OA/CR/09/6	Process Office Documents
BUS/OS/OA/CR/10/6	Perform Administrative Duties

BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE: BUS/OS/OA/BC/01/6

UNIT DESCRIPTION

This unit covers the competencies required in meeting communication needs of clients and colleagues; developing, establishing, maintaining communication pathways and strategies. It also covers competencies for conducting interview, facilitating group discussion and representing the organization in various forums.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA *Bold and italicized terms are elaborated in the Range*
1. Meet communication needs of clients and colleagues	1.1. Specific communication needs of clients and colleagues are identified and met 1.2. Different approaches are used to meet communication needs of clients and colleagues 1.3. Conflict is addressed promptly and in a timely way and in a manner, which does not compromise the standing of the organization.
2. Develop communication strategies	2.1. Strategies for effective internal and external dissemination of information are developed to meet the organization's requirements 2.2. Special communication needs are considered in developing strategies

			to avoid discrimination in the workplace
		2.3.	***Communication strategies*** are analysed, evaluated and revised where necessary to make sure they are effective
3.	Establish and maintain communication pathways	3.1.	Pathways of communication are established to meet requirements of organization and workforce
		3.2.	Pathways are maintained and reviewed to ensure personnel are informed of relevant information
4.	Promote use of communication strategies	4.1.	Information is provided to all areas of the organization to facilitate implementation of the strategy
		4.2.	Effective communication techniques are articulated and modelled to the workforce
		4.3.	Personnel are given guidance about adapting communication strategies to suit a range of contexts
5.	Conduct interview	5.1.	A range of appropriate communication strategies are employed in ***interview situations***
		5.2.	Records of interviews are made and maintained in accordance with organizational procedures
		5.3.	Effective questioning, listening and nonverbal communication techniques are used to ensure that

		required message is communicated
6. Facilitate group discussion	6.1.	Mechanisms which enhance *effective group interaction* is defined and implemented
	6.2.	Strategies which encourage all group members to participate are used routinely
	6.3.	Objectives and agenda for meetings and discussions are routinely set and followed
	6.4.	Relevant information is provided to group to facilitate outcomes
	6.5.	Evaluation of group communication strategies is undertaken to promote participation of all parties
	6.6.	Specific communication needs of individuals are identified and addressed
7. Represent the organization	7.1.	When participating in internal or external forums, presentation is relevant, appropriately researched and presented in a manner to promote the organization
	7.2.	Presentation is clear and sequential and delivered within a predetermined time
	7.3.	Appropriate media is utilized to enhance presentation
	7.4.	Differences in views are respected

| | 7.5. Written communication is consistent with organizational standards |
| | 7.6. Inquiries are responded in a manner consistent with 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
• Communication strategies includes but not limited to:	• Language switch • Comprehension check • Repetition • Asking confirmation • Paraphrase • Clarification request • Translation • Restructuring • Approximation • Generalization
• Interview situations includes but not limited to:	• Establishing rapport • Eliciting facts and information • Facilitating resolution of issues

		• Developing action plans
		• Diffusing potentially difficult situations
• Effective group interaction includes but not limited to:		• Identifying and evaluating what is occurring within an interaction in a non-judgmental way
		• Using active listening
		• Making decision about appropriate words, behaviour
		• Putting together response which is culturally appropriate
		• Expressing an individual perspective
		• Expressing own philosophy, ideology and background and exploring impact with relevance to communication

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:
- Effective communication
- Active listening

- Giving/receiving feedback
- Interpretation of information
- Role boundaries setting
- Negotiation
- Establishing empathy
- Openness and flexibility in communication
- Communication skills required to fulfil job roles as specified by the organization
- Writing communications strategy
- Applying key elements of communications strategy

Required Knowledge

The individual needs to demonstrate knowledge of:
- Communication process
- Dynamics of groups and different styles of group leadership
- Communication skills relevant to client groups
- Flexibility in communication
- Communication skills relevant to client groups
- 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:
	1.1 Demonstrate the ability to meet communication needs of clients and colleagues
	1.2 Demonstrate the ability to develop

		communication strategies
		1.3 Demonstrate the ability to establish and maintain communication pathways
		1.4 Demonstrate the ability to promote use of communication strategies
		1.5 Demonstrate the ability to conduct interview
		1.6 Demonstrate the ability to facilitate group discussion
		1.7 Demonstrate the ability to represent the organization
2.	Resource Implications	The following resources should be provided:
		2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place
		2.2 Materials relevant to the proposed activity or tasks
3.	Methods of Assessment	Competency in this unit may be assessed through:
		3.1 Direct Observation/Demonstration with Oral Questioning
		3.2 Written Examination
4.	Context of Assessment	Competency may be assessed individually in the actual workplace or through accredited institution
5.	Guidance information	Holistic assessment with other units relevant to the industry sector,

for assessment	workplace and job role is recommended.

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DEMONSTRATE NUMERACY SKILLS

UNIT CODE: BUS/OS/OA/BC/02/6

UNIT DESCRIPTION

This unit describes the competencies required by a worker in order to apply a wide range of mathematical calculations for work; apply ratios, rates and proportions to solve problems; estimate, measure and calculate measurement for work; Use detailed maps to plan travel routes for work; Use geometry to draw and construct 2D and 3D shapes for work; Collect, organize and interpret statistical data; Use routine formula and algebraic expressions for work and use 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	1.1 Mathematical information embedded in a range of workplace tasks and texts is extracted 1.2 Mathematical information is interpreted and comprehended 1.3 A range of mathematical and problem solving processes are

		select and used
		1.4 Different forms of fractions, decimals and percentages are flexibly used
		1.5 Calculation performed with positive and negative numbers
		1.6 Numbers are expressed as powers and roots and are used in calculations
		1.7 Calculations done using routine formulas
		1.8 Estimation and assessment processes are used to check outcome
		1.9 Mathematical language is used to discuss and explain the processes, results and implications of the task
2. Use and apply ratios, rates and proportions for work		2.1 Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts
		2.2 Mathematical information related to ratios, rate and proportions is analysed
		2.3 Problem solving processes are used to undertake the task
		2.4 Equivalent ratios and rates are simplified

	2.5 Quantities are calculated using ratios, rates and proportions
	2.6 Graphs, charts or tables are constructed to represent ratios, rates and proportions
	2.7 The outcomes reviewed and checked
	2.8 Information is record using mathematical language and symbols
3. Estimate, measure and calculate measurement for work	3.1 Measurement information embedded in workplace texts and tasks are extracted and interpreted
	3.2 Appropriate workplace measuring equipment are identified and selected
	3.3 Accurate measurements are estimate and made
	3.4 The area of 2D shapes including compound shapes are calculated
	3.5 The volume of 3D shapes is calculated using relevant formulas
	3.6 Sides of right angled triangles are calculated using Pythagoras' theorem
	3.7 conversions are perform between units of measurement

	3.8 Problem solving processes are used to undertake the task
	3.9 The measurement outcomes are reviewed and checked
	3.10 Information is recorded using mathematical language and symbols appropriate for the task
4. Use detailed maps to plan travel routes for work	4.1 Different types of maps are identified and interpreted
	4.2 Key features of maps are identified
	4.3 Scales are identified and interpreted
	4.4 Scales are applied to calculate actual distances
	4.5 Positions or locations are determined using directional information
	4.6 Routes are planned by determining directions and calculating distances, speeds and times
	4.7 Information is gathered and identified and relevant factors related to planning a route checked
	4.8 Relevant equipment is select and checked for accuracy and operational effectiveness
	4.9 Task is planned and recorded using specialized mathematical language

		and symbols appropriate for the task
5. Use geometry to draw 2D shapes and construct 3D shapes for work	5.1	A range of 2D shapes and 3D shapes and their uses in work contexts is identified
	5.2	Features of 2D and 3D shapes are named and described
	5.3	Types of angles in 2D and 3D shapes are identified
	5.4	Angles are drawn, estimated and measured using geometric instruments
	5.5	Angle properties of 2D shapes are named and identified
	5.6	Angle properties are used to evaluate unknown angles in shapes
	5.7	Properties of perpendicular and parallel lines are applied to shapes
	5.8	Understanding and use of symmetry is demonstrated
	5.9	Understanding and use of similarity is demonstrated
	5.10	The workplace tasks and mathematical processes required are identified
	5.11	2D shapes is drawn for work
	5.12	3D shapes is constructed for work

	5.13	The outcomes are reviewed and checked
	5.14	Specialized mathematical language and symbols appropriate for the task are used
6. Collect, organize, and interpret statistical data for work	6.1	Workplace issue requiring investigation are identified
	6.2	Audience / population / sample unit is determined
	6.3	Data to be collected is identified
	6.4	Data collection method is selected
	6.5	Appropriate statistical data is collected and organized
	6.6	Data is illustrated in appropriate formats
	6.7	The effectiveness of different types of graphs are compared
	6.8	The summary statistics for collected data is calculated
	6.9	The results / findings are interpreted
	6.10	Data is checked to ensure that it meets the expected results and content
	6.11	Information from the results including tables, graphs and summary statistics is extracted and

	interpreted
	6.12 Mathematical language and symbols are used to report results of investigation
7. Use routine formula and algebraic expressions for work	7.1 Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated
	7.2 Simple algebraic expressions and equations are developed
	7.3 Operate on algebraic expressions
	7.4 Algebraic expressions are simplified
	7.5 Substitution into simple routine equations is done
	7.6 Routine formulas used for work tasks are identified and comprehended
	7.7 Routine formulas are evaluate by substitution
	7.8 Routine formulas transposed
	7.9 Appropriate formulas are identified and used for work related tasks
	7.10 Outcomes are checked and result of calculation used
8. Use common functions of a	8.1 Required numerical information to perform tasks is located

scientific calculator for work	8.2 The order of operations and function keys necessary to solve mathematical calculation are determined
	8.3 Function keys on a scientific calculator are identified and used
	8.4 Estimations are referred to check reasonableness of problem solving process
	8.5 Appropriate mathematical language, symbols and conventions are used to report results

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
• Geometry	May include but not limited to: • Scale drawing • Triangles • Simple solid • Round • Square • Rectangular • Triangle

	• Sphere
	• Cylinder
	• Cube
	• Polygons
	1.1 Cuboids

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:
- Applying Fundamental operations (addition, subtraction, division, multiplication)
- Using calculator
- Using different measuring tools

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 :
	1.1 Applied a wide range of mathematical calculations for work
	1.2 Demonstrated the ability to use and apply ratios, rates and proportions for work
	1.3 Estimated, measured and calculated measurement for work
	1.4 Demonstrated the ability to use detailed maps to plan travel routes for work
	1.5 Demonstrated the ability to use geometry to draw 2D shapes and construct 3D shapes for work
	1.6 Collected, organized, and interpreted statistical data for work
	1.7 Demonstrated the ability to use routine

	formula and algebraic expressions for work.
2. Resource Implications	2.1 Calculator 1.2 Basic measuring instruments
3. Methods of Assessment	Competency may be assessed through: 3.1 Written Test 3.2 Interview/Oral Questioning 3.3 Demonstration
4. Context of Assessment	Competency may be assessed in an off the job setting
5. 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/OA/BC/03/6

UNIT DESCRIPTION

This unit covers the competencies required to effectively use digital devices such as smartphones, tablets, laptops and desktop PCs. It entails identifying and using digital devices such as smartphones, tablets, laptops and desktop PCs for purposes of communication, work performance and management at the work place.

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	1.1 Concepts of ICT are determined in accordance with computer equipment 1.2 Classifications of computers are determined in accordance with manufacturers specification 1.3 *Appropriate computer software* is identified according to manufacturer's specification 1.4 *Appropriate computer hardware* is identified according to manufacturer's specification

		1.5	Functions and commands of operating system are determined in accordance with manufacturer's specification
2.	Apply security measures to data, hardware, software in automated environment	2.1	***Data security and privacy are classified*** in accordance with the prevailing technology
		2.2	***Security threats*** reidentified ***and control measures*** are applied in accordance with laws governing protection of ICT
		2.3	Computer threats and crimes are detected.
		2.4	Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
3.	Apply computer software in solving tasks	3.1	***Word processing concepts*** are applied in resolving workplace tasks, report writing and documentation
		3.2	***Word processing utilities*** are applied in accordance with workplace procedures
		3.3	Worksheet layout is prepared in accordance with work procedures
		3.4	Worksheet is build and data manipulated in the worksheet in accordance with workplace procedures
		3.5	Continuous data manipulated on worksheet is undertaken in accordance with work requirements
		3.6	Database design and manipulation is undertaken in accordance with office procedures

		3.7	Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures
4.	Apply internet and email in communication at workplace	4.1	Electronic mail addresses are opened and applied in workplace communication in accordance with office policy
		4.2	Office internet functions are defined and executed in accordance with office procedures
		4.3	***Network configuration*** is determined in accordance with office operations procedures
		4.4	Official World Wide Web is installed and managed according to workplace procedures
5.	Apply Desktop publishing in official assignments	5.1	Desktop publishing functions and tools are identified in accordance with manufactures specifications
		5.2	Desktop publishing tools are developed in accordance with work requirements
		5.3	Desktop publishing tools are applied in accordance with workplace requirements
		5.4	Typeset work is enhanced in accordance with workplace standards
6.	Prepare presentation packages	6.1	Types of presentation packages are identified in accordance with office requirements
		6.2	Slides are created and formulated in accordance with workplace procedures

| | 6.3 Slides are edited and run in accordance with work procedures |
| | 6.4 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
• Appropriate computer software may include but not limited to:	• A collection of instructions or computer tools that enable the user to interact with a *computer*, its hardware, or perform tasks.
• 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
• Data security and privacy may include but not limited to:	• Confidentiality of data • Cloud computing • Integrity -but-curious data surfing

• Security and control measures may include but not limited to:	• Counter measures against cyber terrorism • Risk reduction • Cyber threat issues • Risk management • Pass-wording
• Security threats may include but not limited to:	• Cyber terrorism • Hacking
• Word processing concepts may include but not limited to:	• Using a special program to create, edit and print documents
• Network configuration may include but not limited to:	• Organizing and maintaining information on the components of a computer network

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:
	1.1 Identified and controlled security threats
	1.2 Detected and protected computer crimes
	1.3 Applied word processing in office tasks
	1.4 Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures
	1.5 Opened electronic mail for office communication as per workplace procedure
	1.6 Installed internet and World Wide Web for office tasks in accordance with office procedures
	1.7 Integrated emerging issues in computer ICT applications
	1.8 Applied laws governing protection of ICT
2. Resource Implications	2.1 Tablets
	2.2 Laptops and
	2.3 Desktop PCs
	2.4 Desktop computer
	2.5 Lap top
	2.6 Calculator

		2.7 Internet
		2.8 Smart phone
		2.9 Operations Manuals
3.	Methods of Assessment	Competency may be assessed through: 3.1 Written Test 3.2 Demonstration 3.3 Practical assignment 3.4 Interview/Oral Questioning 3.5 Demonstration
4.	Context of Assessment	Competency may be assessed in an off and on the job setting
5.	Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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DEMONSTRATE UNDERSTANDING OF ENTREPRENEURIAL SKILLS

UNIT CODE: BUS/OS/OA/BC/04/6

Unit Description

This unit covers the competencies required to demonstrate entrepreneur aptitudes. It involves developing business innovation strategies and new markets, customer base, expending employed capital and undertaking regional/county expansion while retaining motivated staff.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
1. Develop business innovative	1.1 Business innovation strategies are determined in accordance with the

strategies		organization strategies
	1.2	Business innovative strategies are implemented for the purpose of business growth
	1.3	Track record and normative capability profile of

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*	
		enterprise and similar businesses are reviewed and considered in setting *strategic directions*
	1.4	Strengths, weaknesses, opportunities and threats are considered when developing new ideas, approaches, goals and directions
	1.5	Decisions about enterprise strategies/directions are made after careful consideration of all relevant information
	1.6	*Business/corporate plan* is developed that sets out tactics, resource implications, timeframes, production and sales target
2. Develop new products/	2.1	Alternative product/service offerings are canvassed and studied

markets	for feasibility
	2.2 Potential and new

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*	
		sources/sellers of supplies and raw materials are identified and canvassed
	2.3	Target markets and buyers are identified and surveyed as to their preferences and brand loyalties
3. Expand customers and product lines	3.1	Enterprise is built up and sustained through responsiveness to market demands and the regulatory environment
	3.2	Competitive advantage of existing products and services is maintained/enhanced through responsive advocacies and strategies
	3.3	Constant listening to stakeholder/client feedback is ensured to maintain loyal client base

4.	Motivate staff/worker	4.1	Regular dialogue is established and

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ELEMENT These describe the key outcomes which make up workplace function		PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*	
s			maintained in all levels and relevant sections of the enterprise
		4.2	Flow of communications in both directions is encouraged
		4.3	*Helpful mechanisms* and benefits are implemented
		4.4	Issues/problems are proactively resolved through win-win solutions wherever practicable
5.	Expand employed	5.1	Capital employed in business is continuously

capital base		reviewed as per the strategic plan
	5.2	Business share holdings are reviewed in accordance with the type of business
	5.3	Capital employed is expanded according to organization procedures
	5.4	Types of shares are determined according to

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
	strategic plan 5.5 Shares diversification process is undertaken as per office procedures 5.6 Role of shareholders is determined and implemented in accordance with organization procedures
6. Undertake county/ regional business	6.1 Regions for expansion are continuously reviewed in accordance with strategic plan and company's

expansion		expansion plan
	6.2	County business regulations are reviewed and adhered to in accordance with set procedures
	6.3	Regional laws and regulations are adhered to in accordance with set procedures
	6.4	County/regional business expansion is undertaken in

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
	accordance with organization's growth/ expansion plan

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. Strategic directions include but not limited to:	1.1 Business continuity and succession 1.2 Resource access security 1.3 Core competencies development 1.4 New developments

Variable	Range
	e.g. technological change, new products
2 Business/Corporate plan include but not limited to	2.1 Action steps and responsibilities of departments and individual workers 2.2 Resource requirements and budget 2.3 Tactics and strategies to achieve objectives
3 Helpful mechanisms include but not limited to:	3.1 Wage and non-wage benefits 3.2 Employee awards and recognition systems 3.3 Employee rights and welfare policies 3.4 Full-disclosure/transparency policies

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:

- Assessing a range of alternative products and strategies
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Identifying changing consumer preferences and demographics
- Thinking "outside the box"
- Ensuring quality consistency
- Reducing lead time to product/service delivery
- Managing operations/ production
- Using formal problem-solving procedures, e. g., root-cause analysis, six sigma
- Communication skills
- Applying motivational principles, e. g., positive stroking, behavior modification
- Assessing range of alternatives rather than choosing the easiest option
- Achieving ownership and credibility for the enterprise vision
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Developing solutions and practical strategies which are "outside the box"

Required Knowledge
The individual needs to demonstrate knowledge of:

- Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
- Conflict resolution
- Health, safety and environment (HSE) principles and requirements
- Public-relations strategies
- Basic cost-benefit analysis
- Basic financial management
- Business strategic planning
- Impact of change on individuals, groups and industries
- Employee assistance
- Government and regulatory processes
- Local and international market trends
- Product promotion strategies
- Mechanisms in the enterprise
- Market and feasibility studies
- Local and global supply chains Business models and strategies
- Government and regulatory processes
- Local and international business environment
- Concepts of change management
- Relevant developments in other industries
- Capital employed
- Regional/ County business expansion
- Innovation in business

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 individual: 1.1 Demonstrated ability to maintain a profitable and stable enterprise as shown by stakeholder feedback, employee testimonies and company financial statements 1.2 Demonstrated ability to conceptualize and plan a micro/small enterprise 1.3 Demonstrated ability to manage/operate a micro/small-scale business 1.4 Demonstrated basic marketing skills
2. Resource implications	The following resources should be provided: 2.1 Interview guide for entrepreneurs 2.2 Enterprise workers and third parties 2.3 Materials and location relevant to the proposed activity and tasks

3. Methods of assessment	3.1 Case problems
	3.2 Interview

	3.3 Portfolio 3.4 Third party reports
4. Context of assessment	4.1 Competency may be assessed in the workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group
5. Guiding 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/OA/BC/05/6

Unit Description

This unit covers competencies required to demonstrate employability skills. It involves competencies for exuding self-awareness and dealing with everyday life challenges; demonstrating critical safe work habits and working harmoniously in a team; participating in planning and organizing work activities; applying learning, creativity and innovativeness in workplace functions; pursuing professional growth and managing time effectively in the workplace.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
1. Develop self-awareness and ability to deal with life	1.1 Personal vision, mission and goals are formulated based on potential and in relation

challenges	to organization

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	objectives

	1.2 Emotions are managed as per the workplace requirements
	1.3 Thoughts, feelings and beliefs are expressed in direct, honest and appropriate ways
	1.4 Feelings are shared with others according to personal issues for healthy relations
	1.5 Individual performance is evaluated and monitored according to the agreed targets
	1.6 Assertiveness is developed and maintained based on the requirements of the job
	1.7 Own ideas and visions that generates excitement, enthusiasm

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*	
		and commitment are articulated
	1.8	Accountability and responsibility for own actions are demonstrated
	1.9	Self-esteem and a positive self-image are developed and maintained
2. Demonstrate	2.1	Stress is managed at the

critical safe work habits for employees in the workplace	workplace in accordance with workplace procedures 2.2 Punctuality and time consciousness is demonstrated in line the workplace policy 2.3 ***Personal objectives*** are integrated with organization goals in accordance with organization strategic

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	plan 2.4 Resources are

		effectively utilized in accordance with the workplace policy
	2.5	Work priorities are set and met in according with the workplace procedures.
	2.6	Leisure time is recognized and used productively in line with the organization policy
	2.7	Abstinence from ***drug and substance abuse*** is demonstrated as per the workplace policy
	2.8	Awareness of HIV and AIDS is demonstrated in line with the workplace requirements
	2.9	Safety consciousness is

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	demonstrated in the workplace based on organization safety policy 2.10 *Emerging issues* are dealt with in accordance with organization policy
3. Lead a	3.1 Role and objectives of

workplace team		the team are determined in accordance with the workplace policy
	3.2	*Team* parameters and relationships are identified according to set rules and regulations
	3.3	Individual responsibilities are identified in accordance with the work procedures
	3.4	Effective and appropriate forms of

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*

			communication in a team are established according to the office policy
		3.5	Business communication is carried out as per the workplace place policy and requirements of the job
		3.6	Team activities are complemented in accordance with office procedures
		3.7	Team building activities are planned for in line with organization policy
		3.8	Conflicts are resolved between team members in line with organization rules and regulations

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	3.9 Gender mainstreaming is undertaken in accordance with set regulations 3.10 Human rights are adhered to in accordance with existing protocol 3.11 Healthy *relationships* are developed and maintained for harmonious co-existence in line with the workplace
4. Plan and	4.1 Work schedules are

| organize work | developed for accomplishing given tasks within the set time lines and based on the workplace policy |
| | 4.2 Time is managed to achieve workplace set goals and objectives |

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*

		4.3	Clear project goals and deliverables are established according to company set policies and regulations
		4.4	***Resources*** are mobilized, allocated and utilized to meet project goals and deliverables
		4.5	Work activities are monitored and evaluated in line with organization procedures
		4.6	Situations that require decision making are identified within the workplace and decision made in accordance with the workplace policy
		4.7	Steps required in making effective

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*

			decisions are applied within the workplace
		4.8	Problems arising in the course of working are identified and solved or reported according the workplace policies and procedures
		4.9	Values required in problem solving process are demonstrated at the workplace
		4.10	Situations within the workplace that require negotiation identified and negotiations done to create win-win situations
		4.11	Negotiation techniques are developed and applied at workplace to meet *clientele's*

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	satisfaction and organizations' objectives
5. Maintain professional growth and development in	5.1 Personal training needs are assessed and identified in line with the requirements of the

the workplace		job
	5.2	*Training and career opportunities* are identified and availed based on job requirements
	5.3	Resources for training are mobilized and allocated based organizations skills need
	5.4	Licensees and certifications relevant to job and career are obtained and renewed
	5.5	*Personal growth* is

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	pursued towards improving the qualifications set for the profession 5.6 Work priorities and commitments are managed based on requirement of the job and workplace policy 5.7 Recognitions are sought as proof of career advancement in line with professional requirements
6. Demonstrate learning, creativity and innovativeness in	6.1 Time and effort are invested in learning new skills-based job requirements

the workplace	6.2	Willingness to learn in different context is demonstrated based on available learning opportunities arising in

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	the workplace 6.3 Learning opportunities

	are sought and allocated based on job requirement and in line with organization policy
	6.4 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job
	6.5 Application of a range of basic IT skills is demonstrated based on requirements of the job
	6.6 Awareness of Occupational Health and Safety procedures are demonstrated in use of technology in the workplace

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ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*

	6.7	Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy
	6.8	New systems are developed and maintained in accordance with the requirements of the job
	6.9	Opportunities that are not obvious are identified and exploited in line with organization objectives
	6.10	Opportunities for performance improvement are identified proactively in area of work
	6.11	Awareness of personal role in the workplace *innovation* is

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	demonstrated

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.

Range	Variable
1. Drug and substance abuse includes but not limited to:	Commonly abused: 1.1 Alcohol 1.2 Tobacco 1.3 Miraa 1.4 Over-the-counter drugs 1.5 Cocaine 1.6 Bhang 1.7 Glue
2. Feedback includes but not limited to:	2.1 Verbal 2.2 Written 2.3 Informal

	2.4 Formal

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Range	Variable
3. Clientele include but not limited to:	3.1 New clients 3.2 Existing clients 3.3 Internal clients 3.4 External clients
4. Relationships Include but not limited to:	4.1 Man/Woman 4.2 Trainer/trainee 4.3 Employee/employer 4.4 Client/service provider 4.5 Husband/wife 4.6 Boy/girl 4.7 Parent/child 4.8 Sibling relationships
5. Communication methods Include but not limited to:	5.1 Written 5.2 Talk/presentation 5.3 Video 5.4 Audio 5.5 Graphical 5.6 Modelling
6. Team includes but not limited to:	6.1 Small work group 6.2 Staff in a section/department 6.3 Inter-agency group
7. Personal growth includes but	7.1 Growth in the job 7.2 Career mobility 7.3 Gains and exposure

not limited to:	the job gives
	7.4 Net workings
	7.5 Benefits that accrue
	to the individual as a

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Range	Variable
	result of noteworthy performance
8. Personal objectives include but not limited to:	8.1 Long term 8.2 Short term 8.3 Broad 8.4 Specific
9. Trainings and career opportunities include but not limited to	9.1 Participation in training programs oTechnical oSupervisory oManagerial oContinuing Education 9.2 Serving as Resource Persons in conferences and workshops
10. Resource includes but not limited to:	10.1 Human 10.2 Financial 10.3 Technology oHardware oSoftware
11. Innovation includes but not limited to:	11.1 New ideas 11.2 Original ideas 11.3 Different ideas 11.4 Methods/procedures 11.5 Processes

| | 11.6 New tools |

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Range	Variable
12. Emerging issues Include but not limited to	12.1 Terrorism 12.2 Social media 12.3 National cohesion 12.4 Open offices

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:

- Personal hygiene practices
- Intra and Interpersonal
- Communication
- Knowledge management
- Interpersonal relations
- Critical thinking
- Observation
- Organizing
- 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
- Personal hygiene practices
- Workplace communication
- Concept of time
- Time management
- Decision making
- Types of resources
- Work planning
- Resources and allocating resources
- Organizing work
- Monitoring and evaluation
- Record keeping
- Workplace problems and how to deal with them
- Negotiation
- Assertiveness
- Team work
- Gender mainstreaming
- HIV and AIDS
- Drug and substance abuse
- Leadership
- Safe work habits
- Professional growth and development

- Technology in the workplace

- Learning
- Creativity
- Innovation
- Emerging issues
    - Social media
    - Terrorism
    - National cohesion

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 individual:
	1.1 Attained job targets within key result areas
	1.2 Maintained intra- and inter-personal relationship in the course of managing oneself
	1.3 Completed trainings and career progression opportunities in time.
	1.4 Was punctual and time conscious
	1.5 Acquired and maintained licenses and/or certifications required for the job
	1.6 Planned and organized resources to achieve

		organization goals and objectives
	1.7	Monitored and evaluated work activities
	1.8	Identified, analyzed and solved problem arising in the course of working
	1.9	Was conscious of health and safety while carrying out work functions
	1.10	Maintained a mentorship and coaching program for employees
	1.11	Innovatively made work processes and procedures more efficient
	1.12	Mainstreamed gender issues in the workplace
	1.13	Build a strong team of workers in the workplace
	1.14	Sought and allocated learning opportunities and resources in the workplace
	1.15	Demonstrated awareness of HIV and AIDS
	1.16	Abstained from drug and substance abuse
	1.17	Demonstrated ability to cope with emerging issues
2. Resource implications	The following resources should be provided	
	2.1	Workplace or assessment

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		location
		2.2 Case studies/scenarios
3.	Methods of assessment	Competency in this unit may be assessed through: 3.1 Oral Interview 3.2 Observation 3.3 Third party reports 3.4 Written
4.	Context of assessment	4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group
5.	Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

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DEMONSTRATE ENVIRONMENTAL LITERACY

UNIT CODE: BUS/OS/OA/BC/06/6

UNIT DESCRIPTION

This unit specifies the competencies required to follow procedures for environmental hazard control, follow procedures for environmental pollution control, comply with workplace sustainable resource use, evaluate current practices in relation to resource usage, develop and adhere to environmental protection principles/strategies/guidelines, analyse resource use, develop resource conservation plans and implement selected 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	1.1 *Storage methods* for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 1.2 ***Disposal methods*** of hazardous wastes are followed at all times

		according to environmental regulations and OSHS.
		1.3 **PPE** is used according to OSHS.
2.	Control environmental Pollution control	2.1 Environmental pollution ***control measures*** are compiled following standard protocol.
		2.2 Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999
		2.3 Methods for minimizing *noise pollution* complied following environmental regulations.
3.	Demonstrate sustainable resource use	3.1 Methods for minimizing wastage are complied with.
		3.2 Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)
		3.3 Methods for economizing or reducing resource consumption are practiced.
4.	Evaluate current practices in relation to resource usage	4.1 Information on resource efficiency systems and procedures are collected and provided to the work group where appropriate.

		4.2 Current resource usage is measured and recorded by members of the work group.
		4.3 Current purchasing strategies are analyzed and recorded according to industry procedures.
		4.4 Current work processes to access information and data is analyzed following enterprise protocol.
5.	Identify Environmental legislations/conventions for environmental concerns	5.1 Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact
		5.2 Industrial standard/environmental practices are described according to the different environmental concerns
6.	Implement specific environmental programs	6.1 Programs/Activities are identified according to organizations policies and guidelines.
		6.2 Individual roles/responsibilities are determined and performed based on the activities identified.
		6.3 Problems/constraints encountered are resolved in accordance with organizations' policies and guidelines
		6.4 Stakeholders are consulted based on company guidelines

7. Monitor activities on Environmental protection/Programs	7.1 Activities are periodically monitored and Evaluated according to the objectives of the environmental program 7.2 Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations 7.3 Data gathered are analyzed based on Evaluation requirements 7.4 Recommendations are submitted based on the findings 7.5 Management support systems are set/established to sustain and enhance the program 7.6 Environmental incidents are monitored and reported to concerned/proper authorities	
8. Analyze resource use	8.1. All resource consuming processes are Identified 8.2. Quantity and nature of Resource consumed is determined 8.3. Resource flow is analyzed through different parts of the process. 8.4. Wastes are classified for possible source of resources.	
9. Develop resource Conservation plans	9.1. Efficiency of use/conversion of resources is determined following 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
• PPE May include but are not limited to	• Mask • Gloves • Goggles • Safety hat • Overall • Hearing protector

• Environmental pollution control measures may include but are 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
• Wastes may include but are not limited to:	• Unnecessary waste • Necessary waste
• Waste management Procedures may include but are not limited to:	• Sorting • Storing of items • Recycling of items • Disposal of items

• Resources may include but are not limited to:	• Electric • Water • Fuel • Telecommunications • Supplies • Materials
• Workplace environmental hazards may include but are not limited to:	• Biological hazards • Chemical and dust hazards • Physical hazards
• Organizational systems and procedures may include but are not limited to:	• Supply chain, procurement and purchasing • Quality assurance • Making recommendations and seeking approvals
• Legislations/Conventions may include but are not limited to:	• EMCA 1999 • Montreal Protocol • Kyoto Protocol

• Environmental aspects/impacts may include but are not limited to:	• Air pollution • Water pollution • Noise pollution • Solid waste • Flood control • Deforestation/Denudation • Radiation/Nuclear /Radio Frequency/ Microwaves • Situation • Soil erosion (e.g. Quarrying, Mining, etc.) • Coral reef/marine life protection
• Industrial standards / Environmental practices may include but are not limited to:	• ISO standards • Company environmental management systems o (EMS)

• Periodic may include but are not limited to:	• 1 hourly • Daily • weekly • monthly • quarterly • yearly
• Programs/Activities may include but are not limited to:	• Waste disposal (on-site and off-site) • Repair and maintenance of equipment • Treatment and disposal operations • Clean-up activities • Laboratory and analytical test • Monitoring and evaluation • Environmental advocacy programs

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:

- Following storage methods of environmentally hazardous materials
- Following disposal methods of hazardous wastes
- Using PPE
- Practicing OSHS
- Complying environmental pollution control
- Observing solid waste management
- Complying methods of minimizing noise Pollution
- Complying methods of minimizing wastage
- Employing waste management procedures
- Economizing resource consumption
- Listing of resources used
- Measuring current usage of resources
- Identifying and reporting workplace environmental hazards
- Conveying all environmental issues
- Following environmental regulations
- Identifying environmental regulations
- Assessing procedures for assessing compliance
- Collecting information on environmental and resource efficiency systems and procedures, and Providing information to the work group
- Measuring and recording current resource usage
- Analysing and recording current purchasing strategies.

- Analysing current work processes to access information and data and Assisting identifying areas for improvement
- Analysing resource flow
- Determining efficiency of use/conversion of resources
- Determining causes of low efficiency of use
- Developing plans for increasing the efficiency of resource use
- Checking resource use plans
- Complying to regulations/licensing requirements
- Determining benefit/cost of plans
- Ranking proposals based on benefit/cost compared to limited resources
- Checking proposals meet regulatory requirements
- Monitoring implementation
- Making adjustments to plan and implementation
- checking new resource usage

Required Knowledge
The individual needs to demonstrate knowledge of:
- Storage methods of environmentally hazardous materials
- Disposal methods of hazardous wastes
- Usage of PPE Environmental regulations
- OSHS
- Types of pollution
- Environmental pollution control measures

- Different solid wastes
- Solid waste management
- Different noise pollution
- Methods of minimizing noise pollution
- Methods of minimizing wstage
- Waste management procedures
- Economizing of resource consumption
- Principle of 3Rs
- Types of resources
- Techniques in measuring current usage of resources
- Calculating current usage of resources
- Types of workplace environmental hazards
- Environmental regulations
- Environmental regulations applying to the enterprise.
- Procedures for assessing compliance with environmental regulations.
- Collection of information on environmental and resource efficiency systems and procedures,
- Measurement and recording of current resource usage
- Analysis and recording of current purchasing strategies.
- Analysis current work processes to access information and data Analysis of data and information
- Identification of areas for improvement
- Resource consuming processes
- Determination of quantity and nature of resource consumed

- Analysis of resource flow of different parts of the resource flow process
- Use/conversion of resources
- Causes of low efficiency of use
- Increasing the efficiency of resource use
- Inspection of resource use plans
- Regulations/licensing requirements
- Determine benefit/cost for alternative resource sources
- Benefit/costs for different alternatives
- Components of proposals
- Criteria on ranking proposals
- Regulatory requirements
- Proposals for improving resource efficiency
- Implementation of resource efficiency plans
- Procedures in monitor implementation
- Adjustments of implementation plan
- Inspection of new resource usage

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: 1.1 Controlled environmental hazard 1.2 Controlled environmental pollution 1.3 Demonstrated sustainable resource

	use
	1.4 Evaluated current practices in relation to resource usage
	1.5 Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.
	1.6 Described industrial standard environmental practices according to the different environmental issues/concerns.
	1.7 Resolved problems/ constraints encountered based on management standard procedures
	1.8 Implemented and monitored environmental practices on a periodic basis as per company guidelines
	1.9 Recommended solutions for the improvement of the program
	1.10 Monitored and reported to proper authorities any environmental incidents
2. Resource Implications	The following resources should be provided: 2.1 Workplace with storage facilities 2.2 Tools, materials and equipment relevant to the tasks (e.g. Cleaning

		tools, cleaning materials, trash bags)
		2.3 PPE, manuals and references
		2.4 Legislation, policies, procedures, protocols and localordinances relating to environmental protection
		2.5 Case studies/scenarios relating to environmental Protection
3	Methods of Assessment	Competency in this unit may be assessed through:
		3.1 Demonstration
		3.2 Oral questioning
		3.3 Written examination
		3.4 Interview/Third Party Reports
		3.5 Portfolio (citations/awards from GOs and NGOs, certificate of training – local and abroad)
		3.6 Simulations and role-play
4	Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5	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/OA/BC/07/6

UNIT DESCRIPTION
This unit specifies the competencies required to lead the implementation of workplace's safety and health program, 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 and/or its *indicators* of its presence, are identified
1.2 *Evaluation and/or work environment* measurements of OSH hazards/risk existing in the workplace is conducted by Authorized personnel or agency
1.3 *OSH issues and/or concerns* raised by workers are Gathered |
| 2. Identify and implement appropriate | 2.1 Prevention *and control measures*, including use of *safety gears / PPE (personal* |

control measures	*protective equipment*) for specific hazards identified and implemented 2.2 *Appropriate risk controls* based on result of OSH hazard evaluation is recommended. 2.3 *Contingency measures*, including *emergency procedures* during workplace *incidents and emergencies* are recognized and established in accordance with organization procedures.
3. Implement OSH programs, procedures and policies/ guidelines	3.1 Information to work team about company OSH program, procedures and policies/guidelines are provided 3.2 Implementation of OSH procedures and policies/ guidelines are participated 3.3 Team members are trained and advised on OSH standards and procedures 3.4 Procedures for maintaining *OSH-related records* are implemented

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

• Hazards may include but are 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, personalrelationship, work out cycle • 1.6 Safety hazards (unsafe workplace condition) – confined space, excavations, falling objects, gasleaks, electrical, poor storage of materials andwaste, spillage, waste and debris • Unsafe workers' act (Smoking in off-limited areas,Substance and alcohol abuse at work)

• Indicators may include but are 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
• Evaluation and/or work environment measurements may include but are not limited to:	• Health Audit • Safety Audit • Work Safety and Health Evaluation • Work Environment Measurements of Physical and Chemical Hazards

• OSH issues and/or concerns may include but are 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

• Prevention and control measures may include but are not limited to:	• Eliminate the hazard (i.e., get rid of the dangerous machine • Isolate the hazard (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. give trainings on how to use equipment safely; OSH-related topics, issue warning signages, rotation/shifting work schedule) • Use engineering controls to reduce the risk (i.e. use safety guards to machine) • Use personal protective equipment • Safety, Health and Work Environment Evaluation • Periodic and/or special medical examinations of workers

• Safety gears /PPE (Personal Protective Equipments) may include but are 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

• Appropriate risk controls	• 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)

• Contingency measures may include but are not limited to:	• Evacuation • Isolation • Decontamination • (Calling designed) emergency personnel
• Emergency procedures may include but are not limited to:	• Fire drill • Earthquake drill • Basic life support/CPR • First aid • Spillage control • Decontamination of chemical and toxic • Disaster preparedness/management • Use of fire-extinguisher
• Incidents and emergencies may include but are not limited to:	• Chemical spills • Equipment/vehicle accidents • Explosion • Fire • Gas leak • Injury to personnel • Structural collapse • Toxic and/or flammable vapors emission.

• OSH-related Records may include but are 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:

- Skills on preliminary identification of workplace hazards/risks
- Knowledge management
- Critical thinking skills
- Observation skills
- Coordinating skills
- Communication skills
- Interpersonal skills
- Troubleshooting skills
- Presentation skills
- Training skills

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: 1.1 Identifies hazards/risks in the workplace and/or its indicators 1.2 Requests for evaluation and/or work environment measurements of OSH hazards/risk in the workplace 1.3 Gathers OSH issues and/or concerns raised by workers

	1.4 Identifies and implements prevention and control measures, including use of PPE (personal protective equipment) for specific hazards 1.5 Recommends appropriate risk controls based on result of OSH hazard evaluation and OSH issues gathered 1.6 Establish contingency measures, including emergency procedures in accordance with organization procedures 1.7 Provides information to work team about company OSH program, procedures and policies/guidelines 1.8 Participates in the implementation of OSH procedures and policies/guidelines 1.9 Trains and advises team members on OSH standards and procedures 1.10 Implements procedures for maintaining OSH-related records
2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 OSH personal records 2.3 PPE 2.4 Health records
3. Methods of Assessment	Competency may be assessed through: 3.1 Portfolio Assessment 3.2 Interview 3.3 Case Study/Situation 3.4 Observation/Demonstration and oral

	questioning
4. Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

COMMON UNITS OF COMPETENCY

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DEMOSTRATE SHORTHAND SKILLS

UNIT CODE: BUS/OS/OA/CC/01/6

Unit Description

This unit covers the competencies required to demonstrate shorthand skills. It involves consolidating shorthand and writing principles, developing vocabulary extension, taking shorthand dictations, transcribing shorthand notes, developing listening and art skills, and typing mailable work.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
1. Consolidating shorthand and writing principles	1.1 shorthand principles are familiarised with 1.2 Shorthand symbols are identified 1.3 Word list,

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ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
	sentences, phrases, intersection and short forms are drilled 1.4 Dictation is established 1.5 Speed reading from plates and own notes is established 1.6 Transcription is established
2. Developing vocabulary	2.1 Vocabulary from different sources

extension	is acquired 2.2 New words, phrases, short forms, intersections and sentences are identified

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
	2.3 New outline is drilled 2.4 Speed reading from own notes is done 2.5 Proof-reading is done 2.6 Shorthand notes are transcribed 2.7 Shorthand notes are printed
3. Taking shorthand	3.1 Correct outlines

dictation	and mailable work is identified 3.2 Transcription techniques are identified 3.3 English and shorthand dictionaries are established 3.4 New words,

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ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
	phrases, short forms sentences and intersections are drilled 3.5 Short burst dictation is identified 3.6 Timed dictation and transcription is done 3.7 Transcription notes are proofread
4. Transcribing	4.1 Passages are

shorthand notes	dictated at varying speeds 4.2 Transcription techniques are explained 4.3 Dictated passages are transcribed based on

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ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
	shorthand principles 4.4 Errors are analysed and explained 4.5 Assignment is given and evaluated
5. Developing	5.1 Dictation of

listening skills	varied passages taken 5.2 Passages are read back individually and collectively 5.3 Passage is read back quickly and accurately 5.4 Transcriptions are taken 5.5 Passage is spelt and proofread correctly

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ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. *(Bold and italicized terms are elaborated in the Range)*
6. Developing art skills	6.1 Varied materials are written in shorthand of at speeds of 60-100 WPM 6.2 Transcriptions are done accurately 6.3 Spelling errors are edited 6.4 Transcriptions are proofread and edited
7. Typing mailable	7.1 Keyboarding

work	7.2 Varied materials are typed at speed of over 70 WPM 7.3 Typed documents are edited 7.4 Mailable transcriptions are produced for signature

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RANGE OF VARIABLES

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. Mailable may include but not limited to:	1.1 Grammar 1.2 Punctuation 1.3 Spelling

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:

- Listening
- Communication
- Problem solving
- Prioritising
- Interpersonal
- Writing

Required knowledge

The individual needs to demonstrate knowledge of:

- Shorthand principles
- Writing principles
- Planning
- Record-keeping

- Office rules, policies and procedures
- Human relations
- Digital literacy
- Spoken and written English

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 evidences that the individual: 1.1 Applied principles of shorthand 1.2 Applied principles of writing 1.3 Applied vocabulary extension 1.4 Transcribed shorthand notes 1.5 Demonstrated listening skills 1.6 Took dictated passages at varied speed of between 60-100 WPM
2. Resource implications	The following resources MUST be provided: 2.1 Shorthand notes pads 2.2 Shorthand dictionary 2.3 English dictionary
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests

| | 3.2 Oral questioning |
| | 3.3 Observation |

		3.4 Third party report
4.	Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Combination of both
5.	Guiding information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

DEMONSTRATE ICT SKILLS

UNIT CODE: BUS/OS/OA/CC/O2/6

Unit Description

This unit covers the competencies required to demonstrate ICT skills. It involves introducing modern information and communication technology, introducing computer packages and operating systems, and introducing desktop publishing software and web page software application.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
1. Introduce modern information and communication technology	1.1 Impact of ICT in modern working environment is explored 1.2 Computer main components/functions are listed and shown 1.3 Various technologies

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	used in modern working environment are identified
2. Introduce Computer	2.1 Microsoft Word is loaded

packages	2.2 Microsoft Word basic environment and functions are shown
	2.3 New document is opened in MS word
	2.4 Use Microsoft word for windows
	2.5 Documents are printed
	2.6 Keyboard techniques are applied
	2.7 Use of MS word main features in keyboarding
	2.8 Use of tables in MS word
3. Introduce	3.1 Concept of software

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
operating systems	package defined 3.2 Microsoft Office for windows used 3.3 Processing computer application is defined 3.4 Typing techniques are acquired 3.5 MS Word *command identified*
4. Introduce desktop publishing	4.1 Differences between word processors and desktop publishing

software	(DTP) software are identified 4.2 The impact of using DTP in a modern office is emphasized 4.3 Types of publications are produced 4.4 The principles of standard page layout and text properties

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	are applied 4.5 Page size/orientation and margins are set 4.6 Text areas/text frames are created 4.7 Accessibility principles in publications are applied 4.8 Text and images are manipulated to balance page
5. Introduce web page software	5.1 Advantages of using software to create,

application	link and format simple web pages are established 5.2 *Methods* for developing simple web pages identified 5.3 E-mail *hyperlinks* are used

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	5.4 Document management techniques for the chosen software are identified 5.5 Web pages are designed 5.6 Importance of getting copyright permission is emphasized

RANGE OF VARIABLES

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. Command identified may include but not limited to:	1.1 Menu bars 1.2 Creating a file and a folder 1.3 Use an input

		device to enter and edit text accurately
2. Methods may include but not limited to:	2.1 Import and paste 2.2 Text and image files 2.3 Align page items 2.4 Use of 3 different font sizes	
3. Hyperlinks may include but not limited to:	3.1 Link pages 3.2 Insert external links 3.3 Insert Email link 3.4 Test links	

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:

- Listening
- Communication
- Problem solving
- Prioritising
- Interpersonal
- Writing
- Computer
- Analytical
- Typing

Required knowledge

The individual needs to demonstrate knowledge of:

- Typing principles
- Planning
- Record-keeping
- Office rules, policies and procedures
- Human relations
- Digital literacy
- Numeracy

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 evidences that the individual: 1.1 Introduced modern information and communication technology 1.2 Introduced Computer packages 1.3 Introduced operating systems 1.4 Introduced desktop publishing software 1.5 Introduced web page software application
2. Resource	The following resources

implications	MUST be provided:
	2.1 Personal computer per student
	2.2 Keyboarding support

		material in English
		2.3 MS Word for Windows
		2.4 Handout support material
		2.5 Floppy disks x
		2.6 Printers
3.	Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Oral questioning 3.3 Observation 3.4 Third party report
4.	Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Combination of both
5.	Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

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CORE UNITS OF COMPETENCY

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MANAGE FRONT OFFICE OPERATIONS

UNIT CODE: BUS/OS/OA/CR/01/6

Unit Description

This unit describes the competencies required to manage front office operations. It involves handling organization visitors, enquiries and official appointments; maintaining the reception area, visitors register, reference materials, internal directory and official diary as well as entertaining organization visitors.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
1. Handle organization vistors	1.1 Organization visitors are received as per the workplace policy 1.2 Visitors' needs established as per SOPs 1.3 Visitors are attended as per organizational policy/visitors' needs 1.4 Visitors' feedback is sought as per SOPs

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
2. Handle organization enquiries	2.1 Visitors' enquiries received as per the workplace policy 2.2 Visitors' enquiries analysed as per SOPs 2.3 Feedback is provided as per the workplace policy
3. Maintain	3.1 Reception area is laid out

reception area		as per the SOPs
	3.2	Reception area is landscaped (flowers, aquarium, stone carvings, fountain) as per the workplace policy
	3.3	Reception area tidiness is maintained as per SOPs
	3.4	Reception area cleanliness is maintained as per OSHA
	3.5	Reception area ventilation is maintained as per OSHA
	3.6	Reception area lighting is maintained as per OSHA
	3.7	Reception area signage (fire exit, slippery floor, no smoking, directions) is

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	maintained as per OSHA
4. Maintain visitors register	4.1 Visitors register is created as per the workplace policy 4.2 Visitors register is updated as per the workplace policy 4.3 Visitors register is stored as per the workplace policy
5. Entertain organization	5.1 Entertainment needs (entertainment, comfort)

visitors	are determined as per the workplace policy. 5.2 Entertainment requirements (magazines, TVs, newspapers, water) are acquired as per the workplace policy 5.3 Entertainment resources are availed as per the workplace policy 5.4 Entertainment materials are maintained as per the workplace policy

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
6. Maintain reference materials	6.1 ***Reference materials*** (dictionary, Whitaker's almanac, organization chart) are identified as per the workplace policy 6.2 Reference materials are obtained as per the workplace policy 6.3 Reference materials are updated as per the workplace policy 6.4 Reference materials are safeguarded as per the workplace policy
7. Maintain	7.1 Internal directory is

internal directory	created as per the workplace policy
	7.2 Internal directory is updated as per the workplace policy
	7.3 Internal directory is maintained as per the workplace policy
	7.4 Internal directory is safeguarded as per the

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	workplace policy
8. Maintain	8.1 Official diary is acquired

official diary	as per the workplace policy
	8.2 Official *diary information* (time, date, subject, venue) is received as per the workplace policy
	8.3 Official diary information is harmonized as per the workplace policy
	8.4 Official diary information is analysed as per the workplace policy
	8.5 Official diary information is recorded as per SOPs
	8.6 Recorded diary information approval is sought as per the workplace policy
	8.7 Official diary is updated as per the workplace policy
	8.8 Official diary is safeguarded as per the workplace policy

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
9. Handle official appointments	9.1 Appointment need is received as per SOPs 9.2 Appointment need is analysed as per SOPs 9.3 Appointment is confirmed as per the workplace policy 9.4 Appointment feedback is availed as per the confirmation

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. Landscaped may include but not limited to:	1.1 Flowers 1.2 Aquarium 1.3 Stone carvings 1.4 Fountain
2. Needs may include but not	2.1 Entertainment 2.2 Comfort

Variable	Range
limited to:	
3. Requirements may include but not limited to:	3.1 Magazines 3.2 TVs 3.3 Newspapers 3.4 Water
4. Diary information may include but not limited to:	4.1 Time 4.2 Date 4.3 Subject
5. Signage may include but not limited to:	5.1 Fire exit 5.2 Slippery floor 5.3 Direction 5.4 No smoking 5.5 Washroom

REQUIRED SKILLS AND KNOWLEDGE

Required Skills:
- Analytical
- Communication
- Control
- Customer service
- Decision making
- Flexibility
- ICT skills

- Interpersonal relations
- Leadership

- Listening
- Multitasking
- Negotiation
- Numeracy
- Organizational
- Photocopying
- Planning
- Printing
- Prioritizing
- Problem solving
- Proofreading
- Report writing
- Research
- Scanning
- Scheduling
- Self-motivation
- Shorthand
- Supervisory
- Teamwork
- Telephone etiquette
- Time management
- Typing
- Writing

Required knowledge:
- Business communication
- Cleanliness
- Good grooming
- Customer care
- Customer knowledge

- Customer service
- Digital literacy
- Document processing
- Human relation
- Landscaping
- Organization information e.g. structure, mandate functions, core values, vision, mission
- Office layout
- Public relations
- Record keeping
- Record management
- Reprographic
- Sign language
- Signage
- Sources of information
- Dealing with people with disabilities

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual:
	1.1 Received organization visitors
	1.2 Established visitors' needs
	1.3 Attended to visitors
	1.4 Provided feedback
	1.5 Maintained the reception area
	1.6 Created, updated and

			maintained visitors register
		1.7	Identified, acquired, availed and maintained entertainment resources
		1.8	Identified, obtained and updated / maintained reference materials
		1.9	Created, updated and maintained internal directory
		1.10	Maintained the official diary
		1.11	Received, analysed and confirmed appointments
		1.12	Availed appointment feedback
2.	Resource implications	2.1	A functional office
		2.2	A fully equipped simulated operations training office
3.	Methods of assessment	Competency may be assessed through:	
		3.1	Verbal questioning
		3.2	Project
		3.3	Observation
		3.4	Third party report
		3.5	Interview
		3.6	Written test
4.	Context of assessment	Competency may be assessed individually:	
		4.1	On-the-job

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		4.2 Off-the-job
		4.3 Workplace experience
5. Guiding information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

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MANAGE OFFICE MAIL

UNIT CODE: BUS/OS/OA/CR/02/6

Unit Description

This unit specifies the competencies required to manage office mail. It includes managing, classifying and filing incoming mail; distributing office mail; receiving, classifying, recording and dispatching outgoing mail.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
1. Manage	1.1 Frequency of collecting

incoming mail		mail from the postal office is determined as per the organizational requirements
	1.2	Office messenger is identified as per the SOPs
	1.3	Office keys and authority card responsibility identified

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	as per SOPs 1.4 Mail box keys are submitted to the messenger as per the SOPs 1.5 Transport means are facilitated as per the workplace policies 1.6 Mail is collected in mail bags as per the workplace polices 1.7 Mail is delivered to the registry/ office as per the SOPs 1.8 Mail handling equipment is identified as per the workplace procedures
2. Classify	2.1 Incoming mail is

incoming mail	2.2	received as per the SOPs Office mail is sorted based on the *type* (confidential, urgent, very urgent)

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	2.3 Incoming mail is opened as per the SOPs
	2.4 Content of the mail is removed as per the SOPs
	2.5 Incoming mail is recorded based on (date, reference number, subject) as per the organization requirements
	2.6 Incoming mail is date-stamped as per the workplace procedures
3. Distribute	3.1 Incoming mail is

office mail	matched with relevant files and attachment as per the SOPs
	3.2 Incoming mail is presented to the in-charge as per the organization structure
	3.3 Incoming mail is marked by the in-charge

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements ***(Bold and italicized terms are elaborated in the Range)***
	based on the subject as per the organization structure
	3.4 Incoming mail is delivered back to the office administrator who acts on it as per the instruction of the in-charge
	3.5 Incoming mail is recorded and circulated to relevant officers as per the instructions of the in-charge
4. File incoming	4.1 File for the incoming

mail		mail is determined based on the subject Incoming
	4.2	mail is assigned folio as per the workplace procedures Incoming
	4.3	mail is punched and filed in relevant files Electronic mail is saved
	4.4	

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	in the devices as per the workplace procedures
5. Receive outgoing mail	5.1 Outgoing mail is collected from respective departments 5.2 Outgoing mail is delivered to the in-charge as per organization procedures 5.3 Outgoing mail is signed as per the SOPs
6. Classify	6.1 Outgoing mail is

outgoing mail	delivered back to the office administrator who acts on it as per the instruction of the in-charge 6.2 Outgoing mail is sorted based on the type 6.3 Outgoing mail is classified based on the ***method of dispatch*** (email, post office, hand delivery, courier

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	services*)*
7. Record outgoing mail	7.1 Outgoing mail recipients are identified 7.2 Outgoing mail recipients' addresses are identified 7.3 Copies of outgoing mail are produced and filed as per the SOPs 7.4 Outgoing mail is recorded as per the SOPs
8. Dispatch	8.1 Mail envelopes are

outgoing mail		addressed based on the recipient Outgoing mail
	8.2	attachments are matched as per the working procedures
		Outgoing mail is
	8.3	matched with the envelopes as per the working procedures
		Methods of dispatch are
	8.4	

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	determined based on the type
	8.5 Outgoing mail is recorded on the delivery book for the recipient to sign (hand delivered mail)
	8.6 Postage stamps are determined and affixed as per the destination and weight
	8.7 Outgoing mail is delivered to the post office, courier office or respective offices based on the type

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. Type may include but not limited to:	1.1 Confidential 1.2 Urgent 1.3 Very urgent
2. Method of dispatch may include but not limited to:	2.1 Email Post office 2.2 Hand delivery 2.3 Courier services

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:

- Accuracy
- Creativity
- Document management
- Mail handling
- Monitoring
- Multitasking
- Negotiation
- Planning
- Prioritizing
- Problem solving

- Time management

Required Knowledge

The individual needs to demonstrate knowledge of:

- Organization customers
- Geographical location
- Office rules and regulations
- Organization policies and procedures
- Organization structure
- Postal codes
- Service providers

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrated the ability to:
	1.1 Assign mail handling duties to the office messengers
	1.2 Sort office mail
	1.3 Date-stamp incoming mail
	1.4 Record incoming and outgoing mail
	1.5 Match incoming mail with relevant files and attachments
	1.6 Give folios for incoming mail
	1.7 Maintain a register for mail
	1.8 Sort outgoing mail
	1.9 Classify out-going mail
	1.10 Identify out-going mail recipients' addresses
	1.11 Identify methods of

	dispatch
	1.12 Determine and affix postage stamps
2. Resource implications	The following resources MUST be provided:
	2.1 Office administration policies, guidelines, regulations, and strategic plans
	2.2 Organization policies and procedures
	2.3 A fully equipped simulated office
	2.4 Post office directory
	2.5 Service charter
3. Method of Assessment	Competency may be assessed through:
	3.1 Written questions
	3.2 Observation
	3.3 Third party report
	3.4 Project
	3.5 Interview
	3.6 Review of portfolios
4. Context for assessment	Competency may be assessed individually:
	4.1 On-the-job
	4.2 Off-the-job
	4.3 Combination of both
	4.4 Work environment

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5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

FILE OFFICE DOCUMENTS
UNIT CODE: BUS/OS/OA/CR/03/6

Unit Description

This unit describes the competencies required to file office documents. It involves indexing office files; receiving, sorting, recording and filing office documents as well as safeguarding office files.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
1. Index office files	1.1 Office file is obtained as per the workplace policy 1.2 Office file is labelled as per SOPs 1.3 Office file is indexed as per the workplace policy 1.4 Office file is stored as per SOPs
2. Receive office	2.1 Office documents are received as per SOPs

| documents | 2.2 Office documents are verified as per SOPs |
| | 2.3 Office documents receipt is |

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	acknowledged as per SOPs
3. Sort office documents	3.1 Office filing documents *classification methods* (vertical, digital, horizontal, lateral) and systems are determined as per the workplace policy 3.2 Office filing documents are classified as per *classification system* (alphabetical, numerical, geographical, subject, and alpha-numerical)
4. Record office documents	4.1 Office documents register is identified as per the SOPs 4.2 Office documents are recorded
5. File office documents	*5.1 Filing equipment* (registry office space, cabinets, shelves, computers) is identified as per the workplace procedures 5.2 File is identified and matched with the documents 5.3 Documents are filed 5.4 Documents are assigned folio

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
6. Safeguard office files	6.1 Office policy manuals on safeguarding office files are familiarized with as per the SOPs 6.2 Office policy manuals on safeguarding office files are initiated 6.3 Responsibilities are assigned as per the workplace procedures 6.4 Office files are stored in the filing equipment/storage devices as per the workplace procedures 6.5 File movement is monitored as per the SOPs Digital file passwords are protected as per the SOPs

RANGE

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

Variable	Range
1. Classification	1.1 Vertical

Variable	Range
methods may include but not limited to:	1.2 Digital 1.3 Horizontal 1.4 Lateral
2. Classification systems may include but not limited to:	2.1 Alphabetical 2.2 Numerical 2.3 Geographical 2.4 Subject 2.5 Alpha-numerical
3. Filing equipment may include but not limited to:	3.1 Registry office space 3.2 Cabinets 3.3 Shelves 3.4 Computers

REQUIRED SKILLS AND KNOWLEDGE

Required Skills

- Communication
- Interpersonal relations
- Decision making
- Problem solving
- ICT skills
- Leadership
- Teamwork
- Planning
- Control
- Numeracy
- Filing
- Filing equipment handling

- Analytical
- Document management

- Listening
- Writing
- Organizational

Required knowledge
- Digital literacy
- Filing
- Public relations
- Document management
- Customer care
- Filing classification methods
- Filing classification systems

EVIDENCE GUIDE

1. Critical Aspects of Competency	Assessment requires evidence that the individual:
	1.1 Labelled and indexed office files
	1.2 Safeguarded office files
	1.3 Received, verified and acknowledged receipt of office documents
	1.4 Identified office filing document classification methods and systems
	1.5 Sorted and classified office documents for filing

		1.6 Identified/created office document register 1.7 Recorded office documents 1.8 Assigned folio to office documents 1.9 Identified filing equipment
2.	Resource Implications	The following resources MUST be provided: 2.1 Office administration policies, guidelines, regulations and strategic plans 2.2 Organization policies and procedures 2.3 A fully equipped registry
3.	Method of Assessment	Competency may be assessed through: 3.1 Written or oral questions 3.2 Observation 3.3 Third party report 3.4 Project 3.5 Interview 3.6 Review of portfolios
4.	Context for Assessment	Competency may be assessed individually: 4.1 On-the-job

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	4.2 Off-the-job 4.3 Combination of both 4.4 Simulated work environment
5. Guiding information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

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COORDINATE OFFICIAL MEETINGS

UNIT CODE: BUS/OS/OA/CR/04/6

UNIT DESCRIPTION

This unit specifies the competencies required to coordinate official meetings. It includes preparing meeting invitations, the meeting room, and reference materials; providing hospitality services, taking the minutes of the meeting, clearing the meeting room, preparing the minutes and action plan document.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
1. Prepare meeting	1.1 Meeting notice

| invitations | instruction is received as per the workplace practices |
| | 1.2 Invitation letters are prepared and signed based on the workplace practices |

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	1.3 Agenda is prepared and sent with the invitation letters as per the SOPs 1.4 *Feedback* (confirmation and apologies) is received as per the workplace procedures
2. Prepare the	2.1 Meeting room is

meeting room	identified based on the workplace procedures 2.2 Meeting room cleaning is coordinated as per the workplace procedures 2.3 Sufficient furniture is provided based on the number of participants 2.4 Proper lighting and

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	ventilation are provided based on the weather 2.5 Meeting room is labelled and directions put at strategic positions 2.6 Meeting instructions and requirements are placed at strategic places in the meeting room
3. Prepare reference	3.1 List of participants who have confirmed

materials	attendance is prepared based on the invitations 3.2 Minutes of the previous meetings are signed by the chairperson and the secretary for

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	circulation

		3.3	Copies of the signed minutes are made ready for circulation based on the number of participants as per the organization requirements
		3.4	*Meeting requirements* are requisitioned (notepads, pens, marker pens, LCD projector, i-pads, flip-charts) as per the workplace procedures
		3.5	Meeting *presentation materials* (maps, slides, hand-outs) are prepared

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
4. Provide hospitality	4.1 Number of the participants is

services	established based on the confirmed participants
	4.2 Meeting program is familiarized with based on the meeting notice
	4.3 Meeting hospitality budget is prepared based on the menu
	4.4 Hospitality service providers are identified and orders placed as per the workplace procedures
	4.5 Meals and refreshments are served as per the workplace

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	procedures 4.6 Registration is conducted as per the workplace procedures 4.7 Participants are ushered into the meeting room as a as per the workplace procedures
5. Take the minutes of the	5.1 Meeting reference materials are

meeting	obtained as per the workplace procedures 5.2 Attendance status is recorded based on the participants 5.3 Meeting proceedings are recorded as per the SOPs

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	5.4 Minutes are recorded in reported speech as per the SOPs 5.5 Resolutions passed are confirmed and individuals to take action recorded as per the workplace procedures 5.6 Constant liaising with the chairperson based on the meeting progress 5.7 Reports, notes and reference materials are gathered after the meeting as per the SOPs

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
6. Clear the	6.1 Meeting materials

meeting room	are sorted based on the level of confidentiality 6.2 Loose documents are filed as per the workplace guidelines 6.3 Meeting equipment are collected and stored as per the workplace procedures 6.4 Hospitality services equipment and materials are cleared from the meeting room as per the workplace procedures 6.5 Waste materials are disposed as per the

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	SOPS 6.6 Meeting room is cleaned and locked as per the workplace requirements
7. Prepare the minutes and action plan	7.1 Meeting notes are reviewed after the

document	meeting as per the SOPs
	7.2 Meeting notes are compared with chairperson's notes (where necessary) based on the meeting agenda
	7.3 Minutes are typed as per the SOPs
	7.4 Minutes are proof-read based on the resolutions and summary of major events

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	7.5 Minutes draft is produced and shared with the chairperson for approval 7.6 Corrections are made (where necessary) with the chairperson for signing 7.7 Signed minutes are circulated to members as per the workplace procedures 7.8 Signed minutes copy is filed as per the workplace procedure

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. Feedback may include but not limited to:	1.1 Confirmation 1.2 Apologies
2. Meeting requirements may include but not limited to:	2.1 Notepads 2.2 Pens 2.3 Marker pens 2.4 LCD projector 2.5 I-pads 2.6 Flip-charts
3. Presentation materials may include but not limited to:	3.1 Maps 3.2 Slides 3.3 Hand-outs

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:
- Accuracy
- Active listening
- Communication

- Creativity
- Document editing

- Event coordination
- Monitoring
- Multitasking
- Prioritizing
- Problem solving
- Reading
- Shorthand
- Writing
- MS office
- Inter-personal relations
- Decision making
- Organizing
- Planning

Required Knowledge

The individual needs to demonstrate knowledge of:
- Customer service
- Format for office documents
- Minutes writing
- Human relations
- Office rules, regulations, policies and procedures
- Public relations

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidences that the individual demonstrated the ability to:
	1.1 Prepare meeting invitations
	1.2 Organise meeting room
	1.3 Prepare meeting reference

		materials according to the number of participants
	1.4	Requisition meeting requirements
	1.5	Provide hospitality services
	1.6	Record meeting discussions with resolutions passed.
	1.7	Sort meeting documents based on the level of confidentiality
	1.8	Collect meeting equipment for safe custody
	1.9	Review meeting notes immediately after the meeting
	1.10	Prepare minutes in reported speech and correct layout
	1.11	File signed minutes copy
	1.12	Circulate the approved minutes
2. Resource implications		The following resources **MUST** be provided:
	2.1	Work plans
	2.2	Meeting equipment and materials
	2.3	Meeting programmes/schedules
	2.4	Board room/meeting room
	2.5	Fully equipped simulated meeting room

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3. Method of assessment	Competency may be assessed through: 3.1 Written questions 3.2 Observation 3.3 Third party report 3.4 Project 3.5 Interview 3.6 Review of portfolios
4. Context for Assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Combination of both 4.4 Simulated work environment
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

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COORDINATE TRAVEL ARRANGEMENT

UNIT CODE: BUS/OS/OA/CR/05/6

Unit Description

This unit describes the competencies required to coordinate travel arrangement. It involves obtaining travel clearance, booking travel tickets, requesting travel imprest, obtaining travel documents and handling transport logistics.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
1. Obtain travel	1.1 Travel destination is identified as per the

clearance	organization procedures/travel requirements
	1.2 Travel clearance form is obtained and filled in as per public service/relevant authority policy on

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	travel 1.3 Duly filled in travel clearance form is submitted as per public service/relevant authority policy on travel 1.4 Travel clearance obtained as per public service/relevant authority policy on travel
2. Book travel tickets	2.1 Approval for purchase of travel ticket is sought as per organization policy 2.2 Follow up on the travel ticket is made as per the travel requirement 2.3 Travel ticket is obtained as per the organization policy

3. Request travel	3.1 Approval for imprest processing is sought

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*	
imprest		as per organization policy and standard operating procedures
	3.2	Follow up on the travel impress (subsistence expenditure) is made as per the workplace policies
	3.3	Impress is obtained as per the organization policy
	3.4	Account and surrender for the impress is done as per the workplace policy
4. Obtain travel	4.1	*Immunization report* obtained as per legal

documents	requirement
	4.2 Passport validity is verified as per the legal requirement
	4.3 Visa applied for as per the SOPs

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	4.4 Work tickets obtained as per the workplace procedures 4.5 Authority letter obtained as per the workplace procedures
5. Handle transport logistics	5.1 Travel destination is established as per travel details 5.2 Mode of transport is selected as per the organization policy on travel 5.3 *Travel documents* are obtained as per the mode of transport
6. Prepare	6.1 Itinerary prepared as

carry-on		per the workplace policy
	6.2	Destination weather conditions information established
	6.3	Appropriate clothing identified as per the

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	destination weather conditions 6.4 Currency change done as per the exchange rate 6.5 Meeting documents assembled as per SOPs
. Book officers'	7.1 Enquiries made as per

accommodation	7.2	the organization policies Appropriate accommodation facilities identified as per the organization policies
	7.3	Reservations made as per the organization policies
	7.4	Details of the reservation provided to the executive as per the organization policies

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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
Immunization report may include but not limited to:	1.1 Yellow fever 1.2 Ebola 1.3 Hepatitis A & B 1.4 Bird flu
Travel documents may include but not limited to:	2.1 Visa 2.2 Passport 2.3 Ticket 2.4 Immunization report 2.5 Invitation letters

REQUIRED SKILLS AND KNOWLEDGE

Required Skills:
- Analytical
- Communication
- Control
- Decision making
- ICT skills
- Interpersonal relations
- Leadership
- Multi-tasking

- Negotiation
- Numeracy
- Organizational
- Planning
- Problem solving
- Time management
- Writing

Required knowledge:
- Business communication
- Current affairs
- Digital literacy
- Legal requirements
- Organization policy and procedures
- Public relations

EVIDENCE GUIDE

1.Critical aspects of competency	Assessment requires evidence that the individual:
	1.1 Identified travel destination
	1.2 Identified the mode of transport
	1.3 Obtained and filled in the travel clearance form
	1.4 Submitted the duly filled in travel clearance form
	1.5 Obtained travel clearance
	1.6 Sought approval for purchase of travel ticket

1.7   Obtained the travel ticket

		1.8 Obtained the imprest
		1.9 Obtained immunization report
		1.10 Verified passport validity
		1.11 Obtained travel documents
2.	Resource implications	2.1 A functional operations office 2.2 Work plans 2.3 Travel schedules 2.4 Computer 2.5 Internet connectivity
3.	Methods of assessment	Competency may be assessed through: 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.6 Written test
4.	Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Workplace experience
5.	Guiding information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

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MANAGE PETTY CASH

UNIT CODE: BUS/OS/OA/CR/06/6

Unit Description

This unit specifies the competencies required to manage petty cash. It includes budgeting office petty cash, requesting petty cash approval, coordinating office purchases, accounting for office petty cash and preparing petty cash reimbursement.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
1. Budget office	1.1 Office petty expenses

petty cash	are identified in line with the workplace activities
	1.2 Office petty expenses estimates are determined based on the market prices
	1.3 Budget draft is prepared and attached

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	to the request memo for approval as per the workplace requirements
2. Request petty cash approval	2.1 Budget draft is submitted to the accounts department 2.2 Budget draft is approved based on the availability of resources 2.3 Budget draft amendments are done based on the accounts recommendations 2.4 Petty cash fund's custodian is identified and any change in the custodian reported

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
3. Coordinate office purchases	3.1 **Written requests** are received 3.2 Written requests are approved/disapproved based on the organization procedures 3.3 Office purchases are done based on the requests 3.4 Receipts are obtained based on the purchases
4. Account for	4.1 Petty cash receipts are

office petty cash	gathered based on the purchases
	4.2 Petty cash receipts are signed by the custodian as per the workplace procedures
	4.3 Reconciliation is done based on the expenditure
	4.4 Shortages are noted based on the

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ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	reconciliation 4.5 Surrender of the petty cash is done as per the workplace procedures
5. Prepare petty cash reimbursement	5.1 Expenditure schedule is prepared based on the receipts 5.2 Expenditure schedule and the receipts are submitted to accounts office 5.3 Petty cash reimbursement request is done based on the expenditure 5.4 Petty cash funds are disbursed based on the request

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.

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VARIABLE	RANGE
1.Written requests may include but not limited to:	1.1 Date 1.2 Items 1.3 Amount 1.4 Signature

EVIDENCE GUIDE

1 Critical aspects of competency	Assessment requires evidences that the individual demonstrated ability to: 1.1 Budget for office petty cash 1.2 Request for petty cash approval 1.3 Coordinate office purchases 1.4 Account for office petty cash 1.5 Prepare petty cash reimbursement
2 Resource implications	The following resources should be provided: 2.1 A functional office 2.2 A fully equipped simulated operations training office

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3	Methods of assessment	Competency may be assessed through: 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Written test
4	Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Workplace experience
5	Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

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MANAGE OFFICE SECURITY

UNIT CODE: BUS/OS/OA/CR/07/6

Unit Description

This unit describes the competencies required to manage office security. It involves safeguarding office records, office equipment, and office information, maintaining confidentiality and integrity of data and information, controlling office access and reporting security incidences.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
1. Safeguard office records	1.1 *Office records* are identified as per the workplace policy 1.2 Office records are stored as per the workplace policy 1.3 Access to office records is controlled as per the workplace policy

2. Safeguard office data	2.1	Office information is received as per the

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
and information	workplace policy 2.2 Office information is classified as per the workplace policy 2.3 Access to information is controlled as per the workplace policy 2.4 Office information is stored as per the workplace policy 2.5 Confidentiality of data and information is maintained 2.6 Integrity of data and information is maintained 2.7 Disposal of confidential documents is done as per the SOPs
3. Maintain confidentiality and integrity of data and	3.1 Data and information integrity 3.2 Data and information confidentiality 3.3 Ethical issues on

| information | confidentiality and integrity of data and information |

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	3.4 Office data and information storage
4. Control office access	4.1 Office access risks are identified as per the workplace policy 4.2 Office access risks are analysed as per the workplace policy 4.3 Office access control measures are identified as per security risk policy 4.4 Office access control measures are implemented as per the workplace policy
5. Report security	5.1 Security incidences are recorded as per the

incidences	workplace policy
	5.2 Security register is maintained as per the workplace procedures
	5.3 Security incidences are analysed as per the workplace policy
	5.4 Security incidences are reported as per the

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ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicised terms are elaborated in the Range)*
	workplace policy 5.5 Reported security incidences are followed up as per the 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.

Variable	Range
2. Office records may include but not limited to:	1.1 Files 1.2 Registers 1.3 Reference materials

REQUIRED SKILLS AND KNOWLEDGE
Required Skills:
- Analytical
- Communication
- Control
- Decision making
- Document management
- Filing

- ICT
- Interpersonal relationships
- Leadership
- Listening
- Numeracy
- Office equipment handling
- Organization
- Planning
- Problem solving
- Report writing
- Risk assessment
- Supervisory

Required knowledge:
- Methods of safeguarding records
- Digital literacy
- Office equipment handling
- Fire drills
- Office layout
- Health and safety
- Office etiquette
- Methods of access control
- Public relation
- Office protocol
- Office security

EVIDENCE GUIDE

	Assessment requires evidence that the individual:
1. Critical aspects of	1.1 Identified and stored office

competency	1.2	records
	1.3	Controlled access to office records Established office
	1.4	equipment inventory Availed office equipment
	1.5	manuals Controlled access to office
	1.6	equipment Maintained office
	1.7	equipment Covered office equipment
	1.8	Controlled power supply
	1.9	Classified office data and information
	1.10	Controlled access to data and information
	1.11	Stored office data and information
	1.12	Identified and analysed office security risks
	1.13	Identified and implemented office access control
	1.14	measures Recorded, assessed and reported security incidences
	1.15	Followed up on reported security incidences
2. Resource implications	The following resources should be provided:	
	2.1	A functional office
	2.2	A fully equipped simulated

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		operations training office
3.	Methods of assessment	Competency may be assessed through: 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.6 Written test
4.	Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Workplace experience
5.	Guiding information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

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MANAGE TELEPHONE CALLS

UNIT CODE: BUS/OS/OA/CR/08/6

Unit Description
This unit covers competencies required to manage telephone calls. It involves managing incoming calls, recording telephone messages, making telephone calls, maintaining telephone equipment and calls register.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
1. Manage incoming calls	1.1 *Telephone calls equipment* (handset, switchboard, wireless, landline, radio call) are identified as per the workplace requirements
	1.2 Writing materials are established as per the workplace procedure
	1.3 Incoming call is answered as per the office policy
	1.4 Incoming call is assessed and acted upon as per the

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*	
		subject
	1.5	Incoming calls are controlled as per the workplace policy
2. Record telephone messages	2.1	Call register is established as per the workplace procedure
	2.2	Caller's name and the organization are identified as per details
	2.3	Call subject is established as per the organization practices
	2.4	*Call options (*call back, call later, or leave a message*)* are availed as per the officer's availability
	2.5	*Caller details* are confirmed as per the workplace policy
3. Make telephone calls	3.1	*Telephone calls equipment* are identified as per the workplace requirements
	3.2	Writing materials are established based on the workplace procedures

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	3.3 Call is made as per the workplace policy
4. Maintain telephone equipment	4.1 Telephone equipment manuals are availed as per user needs 4.2 Telephone equipment malfunction is identified based on the performance 4.3 Telephone equipment positioning is done in line with the manufacturers' guidelines 4.4 Telephone equipment are cleaned as per cleaning methods and manufacturers specifications 4.5 Malfunctioning is reported as per the workplace procedures
5. Maintain calls register.	5.1 Caller register is established as per the workplace procedures 5.2 *Caller details* (name, time. date, reference number, department, subject, phone

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	number, message) are recorded as per the workplace procedures 5.3 Action on the caller's subject is recorded as per the workplace procedures 5.4 Time spent on the handling caller's subject is recorded as per the workplace procedures 5.5 Confidentiality of the information in the call register is maintained as per SOPs 5.6 Accessibility of the register to the users is established as per the workplace procedures 5.7 Monitor, review and report is done as per the 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. Telephone calls equipment may include but not limited to:	1.1 Handset 1.2 Switchboard 1.3 Wireless 1.4 Landline 1.5 Radio Call
2. Call options may include but not limited to:	2.1 Call back 2.2 Call later 2.3 Leave a message
3. Caller details may include but not limited to:	3.1 Name 3.2 Time 3.3 Date 3.4 Reference number 3.5 Department 3.6 Subject 3.7 Phone number 3.8 Message

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
- Prioritising
- Problem solving
- Planning

- Organising
- Listening
- Interpersonal
- Shorthand
- Writing
- Telephone etiquette
- Multitasking

Required knowledge

The individual needs to demonstrate knowledge of:
- Office rule, policies, procedures and regulations
- Customer service
- Public relations
- Human relations
- Telephone handling

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 t individual:
	1.1 Identified telephone calls equipment
	1.2 Established writing materials
	1.3 Managed incoming calls
	1.4 Established a call register
	1.5 Recorded details of the caller

	1.6 Maintained telephone equipment
	1.7 Maintained call register
	1.8 Recorded call messages in the register
	1.9 Followed up on the feedback
2. Assessment resource implications	The following resources should be provided:
	2.1 A functional office
	2.2 A fully equipped simulated operations training office
3. Methods of assessment	Competency in this unit must be assessed through
	3.1 Written tests
	3.2 Observation
	3.3 Oral tests
	3.4 Third party report
4. Context of assessment	Competency may be assessed individually
	4.1 On-the-job
	4.2 Off-the-job
	4.3 Combination of both
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

PROCESS OFFICE DOCUMENTS

UNIT CODE: BUS/OS/OA/CR/09/6

Unit Description

This unit covers the competencies required to process office documents. It involves interpreting office instructions, typesetting office documents, preparing office reports, conducting reprographic services and generating office forms.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. **(Bold and italicized terms are elaborated in the Range)**
1. Interpret office instructions	1.1 Office instructions are received as per SOPs 1.2 Office instructions are recorded as per SOPs 1.3 Office instructions are interpreted as per instruction guidelines
2. Process office documents	2.1 *Office document* (reports, memos, letters, forms, tabulations, publications) is typed as

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. **(Bold and italicized terms are elaborated in the Range)**
	per SOPs 2.2 Office document is proof-read as per SOPs 2.3 Office document formatted as per the workplace policy 2.4 Office document produced as per the workplace policy 2.5 Office document stored as per the workplace policy
3. Conduct reprographic services	3.1 Documents to be reproduced are received as per the SOPs 3.2 Number of copies to be reproduced is determined as per production requirements 3.3 *Reproduction method* (photocopying, printing, scanning) is determined as per the workplace policy

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. **(Bold and italicized terms are elaborated in the Range)**
	3.4 Documents are reproduced as per the instruction 3.5 Produced documents are recorded and stored/distributed as per the SOPS

RANGE OF VARIABLES

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. Office documents may include but not limited to:	1.1 Reports 1.2 Memos 1.3 Letter 1.4 Forms 1.5 Tabulations 1.6 Publications
2. Reproduction	2.1 Photocopying

VARIABLE	RANGE
method may include but not limited to:	2.2 Printing 2.3 Scanning

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:
- Shorthand
- Listening
- Writing
- Telephone etiquette
- Interpersonal relations
- Organising
- planning
- Interpreting
- Binding skills
- Photocopying
- Scanning
- Typesetting

Required knowledge
The individual needs to demonstrate knowledge of:
- Digital literacy
- Reprographic

- Business communication
- Public relations
- Document processing

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 individual:
	1.1 Received, recorded and interpreted office instructions
	1.2 Proof-read office documents
	1.3 Formatted office documents
	1.4 Produced office documents
	1.5 Stored office documents
	1.6 Received documents to be reproduced
	1.7 Determined number of copies to reproduce
	1.8 Determined reproduction method
	1.9 Reproduced documents
	1.10 Recorded produced

		documents
2.	Resource implications	The following resources MUST be provided: 2.1 A functional office 2.2 Fully equipped simulated operations training office
3.	Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Interview 3.3 Observation 3.4 Third party report
4.	Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Combination of both
5.	Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

PERFORM OFFICE ADMINISTRATIVE DUTIES

UNIT CODE: BUS/OS/OA/CR/10/6

Unit Description

This unit covers the competencies required to perform office administrative duties. It involves controlling office supply and stationery, supervising administrative services, performing delegated duties, mentoring and coaching administrative services personnel.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements ***(Bold and italicized terms are elaborated in the Range)***
1. Control office supply and stationery	1.1 Office supply and stationery consumption needs are established based on the organization activities 1.2 Procurement department is advised on the quality of the office supply and stationery 1.3 Office supply and stationery are stored as per the workplace polices

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	1.4 Office supply and stationery issuing is done against a signed requisition 1.5 Office supply and stationery consumption is controlled as per the SOPs 1.6 Sustainability of office supplies is reinforced as per the SOPs
2. Supervise administrative	2.1 Administrative services are

Services.	identified as per the organization activities 2.2 Administrative services tools and equipment are established as per SOPs 2.3 Duties are assigned to administrative staff as per job description 2.4 Administrative staff is appraised as per Staff Performance Appraisal System (SPAS) 2.5 Performance appraisal report is prepared as per SOPs 2.6 ***Rewards and sanctions***
ELEMENT These describe the key outcomes which make up workplace function	**PERFORMANCE CRITERIA** These are assessable statements that specify the required level of performance for each of the elements ***(Bold and italicized terms are elaborated in the Range)***
	(recommendation letter, certificate, trophy, recognition letter, promotion, warning letter, demotion, suspension) administered as per performance appraisal report 2.7 Follow-up is made as per organizational policy
3. Perform delegated	3.1 Current work-load and skills of the delegatee are

duties	identified as per the organization activities
	3.2 Delegated duties are defined as per organization structure
	3.3 Expected results are stated as per performance standards
	3.4 Delegated duty tools are availed to the delegatee as per SOPs
	3.5 Commensurate responsibility and authority is given to the delegatee as per organizational policy

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*
	3.6 *Motivation incentives* are established as per the workplace policy
4. Mentor administrative services	4.1 Administrative services personnel for mentoring are identified as per the

	workplace procedures
personnel	4.2 Administrative services personnel mentor program is developed as per the organization procedures
	4.3 Flexibility of administrative services personnel mentor program is built based on the SOPs
	4.4 Unsurpassed practices are incorporated in the administrative services personnel mentor program as per workplace procedures
	4.5 Benchmarking on best practices in mentoring is

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements *(Bold and italicized terms are elaborated in the Range)*

ELEMENT	PERFORMANCE CRITERIA
	done as per workplace policy
	4.6 Monitoring and evaluation is carried out as per workplace policy
	4.7 Mentoring report is prepared as per mentorship program
5. Coach administrative services personnel	5.1 Mutual trust is created with the administrative services personnel as per the organization procedures
	5.2 Key performance indicators are identified and new targets set based on the expected outcome
	5.3 Alternatives for achieving the targets are explored and opportunities for improvement set
	5.4 Commitment to change is secured from administrative services personnel as per the organization practices
	5.5 Coaching program is

ELEMENT These describe	PERFORMANCE CRITERIA These are assessable statements

the key outcomes which make up workplace function	that specify the required level of performance for each of the elements ***(Bold and italicized terms are elaborated in the Range)***
	implemented as per the SOPs. 5.6 Administrative services personnel performance is evaluated as per the set targets 5.7 Report is prepared and feedback provided to the administrative services personnel based on their performance

RANGE OF VARIABLES

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. Motivation incentives may include but not limited to:	1.1 Monetary 1.2 Non-monetary

VARIABLE	RANGE
2. Administrative services personnel may include but not limited to:	2.1 Cleaners 2.2 Receptionist 2.3 Drivers 2.4 Messengers 2.5 Clerks
3. Rewards and sanctions may include but not limited to:	3.1 Recommendation letter 3.2 Certificate 3.3 Trophy 3.4 Recognition letter 3.5 Promotion 3.6 Warning letter 3.7 Demotion 3.8 Suspension

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
- Problem solving
- Stationery management
- Monitoring
- Prioritising
- Listening
- Leadership
- Mentoring
- Coaching

Required knowledge

The individual needs to demonstrate knowledge of:

- Planning
- Record-keeping
- Organizational
- Public relations
- Office rules, policies and procedures
- Principles of office management and supervision
- Delegation
- Human relations
- Elements of law
- Commercial knowledge
- Statistics
- Economics
- Basic accounting
- Digital literacy

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 evidences that the individual: 1.1 Identified administrative services duties and personnel 1.2 Identified administrative

		services tools and equipment
	1.3	Identified current work-load and skills of the delegate
	1.4	Performed delegated duties
	1.5	Assigned duties and stated expected results to administrative staff
	1.6	Gave commensurate responsibility and authority
	1.7	Appraised administrative staff and prepared appraisal report
	1.8	Established motivation incentives
	1.9	Identified administrative services personnel for mentoring
	1.10	Developed administrative services personnel mentor program
	1.11	Carried out monitoring and evaluation
	1.12	Prepared reports
2. Resource implications	The following resources MUST be provided:	
	2.1	A functional office
	2.2	Fully equipped simulated operations training office

3.	Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Oral questioning 3.3 Observation 3.4 Third party report
4.	Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Combination of both
5.	Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended