REPUBLIC OF KENYA

NATIONAL OCCUPATIONAL STANDARDS

FOR

HUMAN RESOURCE MANAGER

LEVEL 5

TVET CDACC
P.O. BOX 15745-00100
NAIROBI

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FOREWORD

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

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

These reforms demand that industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards (OS) were developed for the purpose of developing a competency-based curriculum for Human Resource Management. 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 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 Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC), in conjunction with Human Resource Management (HRM) Sector Skills Advisory Committee (SSAC), have developed these occupational standards for Human Resource Manager. These standards will be the bases for development of

competency-based curriculum for Human Resource Management Level 5.

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, HRM SSAC, expert workers and all those who participated in the development of these occupational standards.

Prof. CHARLES M. M. ONDIEKI, PhD, FIET (K), Con. EngTech.
CHAIRMAN, TVET CDACC

ACKNOWLEDGMENT

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

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

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

CHAIRMAN
HRM, SECTOR SKILLS ADVISORY COMMITTEE

ACRONYMS

BC	Basic Competency
BUS	Business

CR	Core Competency
HR	Human Resource
HRIS	Human Resource Information System
HRM	Human Resource Management
ICT	Information Communication Technology
MoE	Ministry of Education
OS	Occupational Standards
OSH	Occupation Safety and Health
OSHA	Occupation Safety and Health Act
OSHS	Occupational Safety and Health Standards
SOPs	Standard Operating Procedures
SSAC	Sector Skills Advisory Committee
TVET CDACC	TVET Curriculum Development Assessment and Certification Council
TVET	Technical and Vocational Education and Training

KEY TO UNIT CODE

BUS**/OS/HRM/BC/01/ 5**

Industry or sector ⎯⎯⎯⎯⎯⎯

Occupational Standards ⎯⎯⎯⎯

Occupational area ⎯⎯⎯⎯⎯⎯⎯

Type of competency ⎯⎯⎯⎯⎯⎯⎯⎯

Competency number ⎯⎯⎯⎯⎯⎯⎯⎯⎯
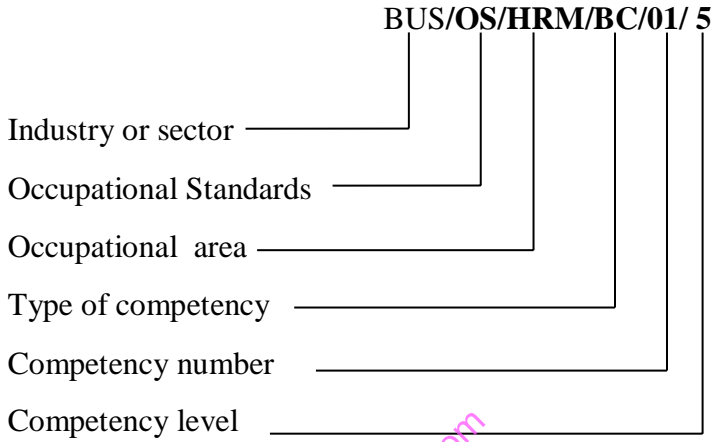
Competency level ⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯

OVERVIEW

Human Resource Qualification Level 5 consists of competencies that an individual must achieve to supervise activities in an organization. It entails undertaking employee resourcing, conducting learning and development, participating in performance management, prepare human resource budgets undertaking business communication, managing human resource records, engaging in employee relations, operating Human Resource Information System (HRIS) and undertaking employee separation.

This qualification consists of the following basic, common and core competencies

Basic units of competencies

Unit Code	Unit Title
BUS/OS/HRM/BC/01/5	Demonstrate Communication Skills
BUS/OS/HRM/BC/02/5	Demonstrate Numeracy Skills
BUS/OS/HRM/BC/03/5	Demonstrate Digital Literacy
BUS/OS/HRM/BC/04/5	Demonstrate Entrepreneurial Skills
BUS/OS/HRM/BC/05/5	Demonstrate Employability Skills
BUS/OS/HRM/BC/06/5	Demonstrate Environmental

Unit Code	Unit Title
	Literacy
BUS/OS/HRM/BC/07/5	Demonstrate Occupational Safety and Health Practices

Common units of competencies

Unit Code	Unit Title
BUS/OS/HRM/CC/01/5	Demonstrate Management of Human Resources
BUS/OS/HRM/CC/02/5	Manage Oragnization Behaviour

Core units of competencies

Unit Code	Unit Title
BUS/OS/HRM /CR/01/5	Undertake Employee Resourcing
BUS/OS/HRM CR/02/5	Conduct Learning and Development
BUS/OS/HRM /CR/03/5	Participate in Performance Management
BUS/OS/HRM /CR/04/5	Prepare Human Resource Budgets
BUS/OS/HRM /CR/05/5	Undertake Business Communication
BUS/OS/HRM CR/06/5	Manage Human Resource Records
BUS/OS/HRM	Engage in Employee Relations

Unit Code	Unit Title
/CR/07/5	
BUS/OS/HRM /CR/08/5	Operate Human Resource Information System (HRIS)
BUS/OS/HRM /CR/09/5	Undertake Employee Separation

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BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE: BUS/OS/HRM/BC/01/5
Unit Description
This unit covers the competencies required to use specialized communication skills to meet specific needs of internal and external clients, conduct interviews, facilitate discussion with groups and contribute to the development of communication strategies.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that 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. 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, in a timely way and in a manner which does not compromise the standing of the organization
2. Contribute to the development of	2.1 Strategies for internal and external dissemination of information are developed, promoted, implemented and

ELEMENT These describe the key outcomes that 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 strategies	reviewed as required 2.2 Channels of communication are established and reviewed regularly 2.3 Coaching ineffective communication is provided 2.4 Work related network and relationship are maintained as necessary 2.5 Negotiation and conflict resolution strategies are used where required 2.6 Communication with clients and colleagues is appropriate to individual needs and organizational objectives
3. Conduct interviews	*3.1* A range of appropriate communication strategies are employed in *interview situations* 3.2 Records of interviews are made and maintained in accordance with organizational procedures 3.3 Effective questioning, listening and nonverbal communication techniques are used to ensure that

ELEMENT These describe the key outcomes that 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***
	required message is communicated
4. Facilitate group discussions	4.1 Mechanisms which enhance ***effective group interaction*** is defined and implemented 4.2 Strategies which encourage all group members to participate are used routinely 4.3 Objectives and agenda for meetings and discussions are routinely set and followed 4.4 Relevant information is provided to group to facilitate outcomes 4.5 Evaluation of group ***communication strategies*** is undertaken to promote participation of all parties 4.6 Specific communication needs of individuals are identified and addressed
5. Making Presentation	5.1 When participating in internal or external forums, presentation is relevant, appropriately researched and presented in a manner to promote the

ELEMENT These describe the key outcomes that 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_**
	organization 5.2 Presentation is clear and sequential and delivered within a predetermined time 5.3 Utilize appropriate media to enhance presentation 5.4 Differences in views are respected 5.5 Written communication is consistent with organizational standards 5.6 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	1.1 Language switch

Variable	Range	
Include but not limited to:	1.2	Comprehension check
	1.3	Repetition
	1.4	Asking confirmation
	1.5	Paraphrase
	1.6	Clarification request
	1.7	Translation
	1.8	Restructuring
	1.9	Approximation
	1.10	Generalization
Effective group interaction Including but not limited to:	1.1	Identifying and evaluating what is occurring within an interaction in a non-judgmental way
	1.2	Using active listening
	1.3	Making decision about appropriate words and behavior
	1.4	Putting together response which is culturally appropriate
	1.5	Expressing an individual perspective
	1.6	Expressing own philosophy, ideology, background and exploring impact with relevance to communication
	1.7	Openness and flexibility in communication

Variable	Range
Interview Situations Including but not limited to:	1.1 Establishing rapport 1.2 Eliciting facts and information 1.3 Facilitating resolution of issues 1.4 Developing action plans 1.5 Diffusing potentially difficult situations

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Effective communication process
- 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

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
  DEMONSTRATE NUMERACY SKILLS

UNIT CODE: BUS/OS/HRM/BC/02/5

Unit Description

This unit covers the competencies required to perform numerical functions. The person who is competent in this unit shall be able to: calculate with whole numbers, familiar fractions, decimals and percentages for work; estimate, measure, and calculate with routine metric measurements for work. The person shall also be able to; use routine maps and plans for work; interpret, draw and construct 2D and 3D shapes; interpret routine tables, graphs and charts for work as well as collect data, construct routine tables and graphs for work; and use basic functions of calculator.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that 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. Calculate with	1.1 Mathematical information that

ELEMENT These describe the key outcomes that 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)*
whole numbers, familiar fractions, decimals and percentages for work	may be partly embedded in routine workplace tasks and texts is selected and interpreted 1.2 Whole numbers and routine or familiar fractions, decimals and percentages including familiar rates are interpreted and comprehended 1.3 Calculations which may involve a number of steps are performed 1.4 Calculations done with whole numbers and routine or familiar fractions, decimals and percentages 1.5 Conversion between equivalent forms of fractions, decimals and percentages is done 1.6 Order of operations is applied to solve multi-step calculations 1.7 Problem solving strategies are appropriately applied 1.8 Estimations are made to check reasonableness of problem-solving process, outcome and its appropriateness to the context

ELEMENT These describe the key outcomes that 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 task 1.9 Formal and informal mathematical language and symbolism are used to communicate the result of the task
2. Estimate, measure, and calculate with routine metric measurements for work	2.1 Measurement information in workplace tasks and texts are selected and interpreted in accordance with workplace requirements 2.2 Appropriate routine measuring equipment are identified and selected in accordance with workplace requirements 2.3 Measurements are estimated and made using correct units 2.4 Estimations and calculations are done using routine measurements 2.5 Conversions are performed between routinely used metric units 2.6 Problem solving processes are used to undertake the tasks

ELEMENT These describe the key outcomes that 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)*
	2.7 Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task 2.8 Information is recorded using mathematical language and symbols appropriate to discuss the task
3. Use routine maps and plans for work	3.1 Features are identified in routine maps and plans 3.2 Symbols and keys in routine maps and plans are clearly explained 3.3 Orientation of map to North is identified and interpreted 3.4 Understanding of direction and location is clearly demonstrated 3.5 Simple scale is applied to estimate length of objects, or distance to location or object 3.6 Directions are given and received using both formal and informal language
4. Interpret,	4.1 Two dimensional shapes and

ELEMENT These describe the key outcomes that 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)*
draw and construct 2D and 3D shapes for work	routine three dimensional shapes identified in everyday objects and in different orientations 4.2 The use and application of shapes elaborately explained 4.3 Formal and informal mathematical language and symbols used to describe and compare the features of two dimensional shapes and routine three dimensional shapes 4.4 Common angles are identified 4.5 Common angles in everyday objects are appropriately estimated 4.6 Formal and informal mathematical language are used to describe and compare common angles 4.7 Common geometric instruments used to draw two dimensional shapes 4.8 Routine three dimensional objects are constructed from given nets

ELEMENT These describe the key outcomes that 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. Interpret routine tables, graphs and charts for work	5.1 Routine tables, graphs and charts are identified in predominately familiar texts and contexts 5.2 Common types of graphs and their different uses are identified 5.3 Features of tables, graphs and charts are identified 5.4 Information in routine tables, graphs and charts are located and interpreted 5.5 Calculations are performed to interpret information 5.6 How statistics can inform and persuade interpretations is explained 5.7 Misleading statistical information is identified 5.8 Information relevant to the workplace is discussed
6. Collect data and construct routine tables and graphs for work	6.1 Features of common tables and graphs are identified 6.2 Uses of *different tables and graphs* are identified 6.3 Data and variables to be collected are determined

ELEMENT These describe the key outcomes that 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)*
	6.4 The audience is determined 6.5 Method of data collection is selected 6.6 Data is collected 6.7 Information is collated in a table 6.8 Suitable scale and axes are determined 6.9 Graph to present information is drafted and drawn 6.10 Data is checked to ensure that it meets the expected results and context 6.11 Information is reported or discussed using formal and informal mathematical language
7. Use basic functions of a calculator	7.1 Keys are identified and used for *basic functions of a calculator* 7.2 Calculation is done using whole numbers, money and routine decimals and percentages 7.3 Calculation is done with routine fractions and percentages 7.4 Order of operations is applied to solve multi-step calculations 7.5 Results are interpreted, displayed

ELEMENT These describe the key outcomes that 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 recorded 7.6 Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task 7.7 Formal and informal mathematical language and appropriate symbolism and conventions are used to communicate the result of the task

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
Simple fractions, decimals and percentages	1.1 Fraction 1.2 Decimals 1.3 Percentages

Variable	Range	
Including but not limited to:		
Common 2D shapes and common 3D shapes Including but not limited to:	1.1	Round
	1.2	Square
	1.3	Rectangular
	1.4	Triangle
	1.5	Sphere
	1.6	Cylinder
	1.7	Cube
	1.8	Polygons
	1.9	Cuboids
Symbols and keys in routine maps and plans Including but not limited to:	1.1	Charts
	1.2	Maps
	1.3	Graphs
Use basic functions of a calculator Including but not limited to:	1.1	Addition
	1.2	Multiplication
	1.3	Calculate ratios
	1.4	Conversion of ratios into percentages
Routine tables, graphs and charts for work Including but not limited to:	1.1	Bar Graphs
	1.2	Flow Charts
	1.3	Pie Charts
	1.4	Pictograph
	1.5	Line Graphs
	1.6	Time Series Graphs
	1.7	Stem and Leaf Plot
	1.8	Histogram
	1.9	Dot Plot

Variable	Range
	1.10 Scatter plot

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 individual: 1.1 Calculated correctly with whole numbers and routine or familiar fractions, decimals and percentages 1.2 Estimated, measured and calculated with routine metric measurements 1.3 Applied simple scale to estimate length of objects or distance to location or object 1.4 Used formal and informal mathematical language to describe and compare common angles 1.5 Used common geometric instruments to draw two dimensional shapes 1.6 Collected data and constructed routine tables and graphs 1.7 Used basic functions of calculator correctly
2. Resource implications	2.1 Calculator 2.2 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. 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 DIGITAL LITERACY

UNIT CODE: BUS/OS/HRM/BC/03/5
Unit Description

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

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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. 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

ELEMENT These describe the key outcomes that 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)*
	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*** are identified, **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

ELEMENT These describe the key outcomes that 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)*
	applied in accordance with workplace procedures
	3.3 Worksheet layout is prepared in accordance with work procedures
	3.4 Worksheet is built 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 knowledge in	4.1 Electronic mail addresses are opened and applied in workplace communication in accordance with office policy

ELEMENT These describe the key outcomes that 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 at workplace	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	6.1 Types of presentation

ELEMENT These describe the key outcomes that 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)*
presentation packages	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 Including and not limited to:	1.1 A collection of instructions or computer tools that enable the user to interact with a *computer*, its hardware, or perform

Variable	Range	
		tasks.
Appropriate computer hardware Including but not limited to:	1.1	Collection of physical parts of a computer system such as;
	1.2	Computer case, monitor, keyboard, and mouse
	1.3	All the parts inside the computer case, such as the hard disk drive, motherboard and video card
Data security and privacy Including but not limited to:	1.1	Confidentiality of data
	1.2	Cloud computing
	1.3	Integrity -but-curious data surfing
Security and control measures Including but not limited to:	1.1	Counter measures against cyber terrorism
	1.2	Risk reduction
	1.3	Cyber threat issues
	1.4	Risk management
	1.5	Pass wording
Security threats Including but not limited to:	1.1	Cyber terrorism
	1.2	Hacking
Word processing concepts Including but not limited to:	1.1	Using a special program to create, edit and print documents

Variable	Range
Network configuration Including but not limited to:	1.1 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;

- o Computer networking and internet.
- o Electronic mail and world wide web
- Emerging trends and issues in ICT;
  - o Identify and integrate emerging trends and issues in ICT
  - o 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 individual:
	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 2.3 Desktop computers 2.4 Calculators 2.5 Internet 2.6 Smart phones 2.7 Operation 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.

DEMONSTRATE ENTREPRENEURIAL SKILLS

UNIT CODE : BUS/OS/HRM/BC/04/5
Unit Description
This unit covers the outcomes required to build and develop the enterprise to be more competitive within a changing business environment, specifically responding to consumer demands while maintaining product quality and accessibility, as well as building a customer base and employee motivation.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements
1. Develop business innovative strategies	1.1 Business innovation strategies are determined in accordance with the organization strategies 1.2 Business innovative strategies are implemented for the purpose of business growth 1.3 Track record and normative capability profile of enterprise and similar businesses are reviewed and considered in setting *strategic directions*. 1.4 Strengths, weaknesses, opportunities and threats are

ELEMENT These describe the key outcomes that make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements
	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 and sets out tactics, resource implications, timeframes, production and sales target
2. Develop new products/ markets	2.1 Alternative product/service offerings are canvassed and studied for feasibility 2.2 Potential and new 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 markets and customers	3.1 Enterprise is built up and sustained through responsiveness to market

ELEMENT These describe the key outcomes that make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements
	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/workers	4.1 Regular dialogue is established and 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 capital base	5.1 Capital employed in business is continuously reviewed as per the strategic plan

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

ELEMENT These describe the key outcomes that make up workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements
	with set procedures 6.4 County/regional business expansion is undertaken in 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
Strategic directions Including but not limited to:	1.1 Business continuity and succession 1.2 Resource access security 1.3 Core competencies development 1.4 New developments e.g. technological change, new products
Business/Corporate	1.1 Action steps and

Variable	Range	
plan Including but not limited:		responsibilities of departments and individual workers
	1.2	Resource requirements and budget
	1.3	Tactics and strategies to achieve objectives
Helpful mechanisms Including but not limited to:	1.1	Wage and non-wage benefits
	1.2	Employee awards and recognition systems
	1.3	Employee rights and welfare policies
	1.4	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 sigmas
- 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 part reports
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

DEMONSTRATE EMPLOYABILITY SKILLS

UNIT CODE: BUS/OS/HRM/BC/05/5

UNIT DESCRIPTON

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

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Conduct self-management	1.1 Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 1.2 Emotions are managed as per workplace requirements 1.3 Individual performance is evaluated and monitored according to the agreed targets.

	1.4 Assertiveness is developed and maintained based on the requirements of the job.
	1.5 Accountability and responsibility for own actions are demonstrated.
	1.6 Self-esteem and a positive self-image are developed and maintained.
	1.7 Time management, attendance and punctuality are observed as per the organization policy.
	1.8 Goals are managed as per the organization's objective
	1.9 Self-strengths and weaknesses are identified as per *personal objectives*
	1.10 Critics are managed as per personal objectives
2. Demonstrate interpersonal communication	2.1 Listening and understanding is demonstrated as per communication policy
	2.2 Writing to the needs of the audience is demonstrated as per communication policy
	2.3 Speaking, reading and writing is demonstrated as per communication policy
	2.4 Empathising is demonstrated as per the communication policy
	2.5 Internal and external customers' needs are identified and interpreted as

	per the communication policy
	2.6 Persuasion is demonstrated as per the communication policy
	2.7 Communication nnetworks are established as per the SOPs
	2.8 Information is shared as per communication structure
3. Demonstrate critical safe work habits	3.1 Stress is managed in accordance with workplace procedures.
	3.2 Punctuality and time consciousness is demonstrated in line with workplace policy.
	3.3 Personal objectives are integrated with organization goals based on organization's strategic plan.
	3.4 Work priorities are set in accordance to workplace procedures.
	3.5 Leisure time is recognized in line with organization policy.
	3.6 Abstinence from *drug and substance abuse* is observed as per workplace policy.
	3.7 Awareness of HIV and AIDS is demonstrated in line with workplace requirements.
	3.8 Safety consciousness is demonstrated in the workplace based on organization safety policy.
	3.9 *Emerging issues* are dealt with in accordance with organization policy.

4. Lead small teams	4.1 Performance expectations for the *team* are set as per the organization objectives
	4.2 Tasks are assigned in accordance with the organization policy.
	4.3 Team performance indicators are identified according to set rules and regulations.
	4.4 *Forms of communication* in a team are established according to office policy.
	4.5 Communication is carried out as per workplace place policy and requirements of the job.
	4.6 *Feedback* on performance is collected and analyzed based on established team learning process
	4.7 *Gender mainstreaming* is undertaken in accordance with set regulations.
5. Plan and organize work	5.1 Task requirements are identified as per the workplace objectives
	5.2 Task is interpreted in accordance with safety (OHS), environmental requirements and quality requirements
	5.3 Work activity is organized with other involved personnel as per the SOPs
	5.4 Resources are mobilized, allocated and utilized to meet project goals and deliverables.

		5.5 Work activities are monitored and evaluated in line with organization procedures.
		5.6 Job planning is documented in accordance with workplace requirements.
		5.7 Time is managed achieve workplace set goals and objectives.
6.	Maintain professional growth and development	6.1 Personal training needs are identified and assessed in line with the requirements of the job.
		6.2 *Training and career opportunities* are identified and availed based on job requirements.
		6.3 Licensees and certifications relevant to job and career are obtained and renewed.
		6.4 *Personal growth* is pursued towards improving the qualifications set for the profession.
		6.5 Work priorities are identified based on requirement of the job and workplace policy.
		6.6 Recognitions are sought as proof of career advancement in line with professional requirements.
7.	Demonstrate workplace learning	7.1 Own learning is managed as per workplace policy.
		7.2 Learning opportunities are sought and allocated based on job requirement

	and in line with organization policy.
	7.3 Contribution to the learning community at the workplace is carried out.
	7.4 ***Range of media for learning*** are identified as per the training need
	7.5 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job
	7.6 Enthusiasm for ongoing learning is demonstrated
	7.7 Time and effort is invested in learning new skills-based job requirements
	7.8 Willingness to learn in different context is demonstrated based on available learning opportunities arising in the workplace.
	7.9 Opportunities for performance improvement are identified proactively in area of work.
	7.10 Awareness of personal role in workplace ***innovation*** is demonstrated.
8. Demonstrate problem solving skills	8.1 Problems are identified as per the context of data and circumstances
	8.2 Problem solutions are sought based on the problem
	8.3 Independence and initiative in

	identifying and solving problems is demonstrated.
	8.4 Team problems are solved as per the workplace guidelines
	8.5 Problem solving strategies are applied as per the workplace guidelines
9. Demonstrate workplace ethics	9.1 Policies and guidelines are observed as per the workplace requirements
	9.2 Self-worth and profession is exercised in line with personal goals and organizational policies
	9.3 Code of conduct is observed as per the workplace requirements
	9.4 Personal and professional integrity is demonstrated as per the personal goals
	9.5 Commitment to jurisdictional laws is demonstrated as per the workplace requirements

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
Drug and substance abuse include	Commonly abused • Alcohol

but not limited to:	- Tobacco - Miraa - Over-the-counter drugs - Cocaine - Bhang - Glue
Feedback includes but not limited to:	- Verbal - Written - Informal - Formal
Relationships includes but not limited to:	- Man/Woman - Trainer/trainee - Employee/employer - Client/service provider - Husband/wife - Boy/girl - Parent/child - Sibling relationships
Forms of communication include but not limited to:	- Written - Visual - Verbal - Non verbal - Formal and informal
Team includes but not limited to:	- Small work group - Staff in a section/department - Inter-agency group
Personal growth includes	- Growth in the job - Career mobility

but not limited to:	- Gains and exposure the job gives - Net workings - Benefits that accrue to the individual as a result of noteworthy performance
Personal objectives include but not limited to:	- Long term - Short term - Broad - Specific

Trainings and career opportunities includes but not limited to	- Participation in training programs
	  o Technical
	  o Supervisory
	  o Managerial
	  o Continuing Education
	- Serving as Resource Persons in conferences and workshops

Resource include but not limited to:	- Human
	- Financial
	- Technology
	  o Hardware
	  o Software

Innovation include but not limited to:	- New ideas - Original ideas - Different ideas - Methods/procedures - Processes - New tools
Emerging issues include	- Terrorism - Social media

but not limited to:	• National cohesion • Open offices
Range of media for learning include but not limited to:	• Mentoring • peer support and networking • IT and courses

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Personal hygiene practices
- Intra and Interpersonal skills
- Communication skills
- Knowledge management
- Interpersonal skills
- Critical thinking skills
- Observation skills
- Organizing skills
- Negotiation skills
- Monitoring skills
- Evaluation skills
- Record keeping skills
- Problem solving skills
- Decision Making skills
- Resource utilization skills
- Resource mobilization skills

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 candidate:
	1.1 Conducted self-management
	1.2 Demonstrated interpersonal communication
	1.3 Demonstrated critical safe work habits
	1.4 Led small teams
	1.5 Planned and organized work
	1.6 Maintained professional growth and development
	1.7 Demonstrated workplace learning
	1.8 Demonstrated problem solving skills
	1.9 Demonstrated workplace ethics
2. Resource Implications	The following resources should be provided:
	2.1 Case studies/scenarios
3. Methods	Competency in this unit may be assessed

		through:
	of Assessment	- Oral Interview - Observation - Third Party Reports - 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.	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 ENVIRONMENTAL LITERACY

UNIT CODE: BUS/OS/HRM/BC/06/5
Unit Description

This unit specifies the competencies required to follow procedures for environmental hazard control and 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.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that 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 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 always according to environmental

ELEMENT These describe the key outcomes that 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)*
	regulations and OSHS 1.3 *PPE* is used according to OSHS
2. Control environmental pollution	2.1 Environmental pollution *control measures* are compiled following standard protocol 2.2 Procedures for solid waste management are observed according to 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

ELEMENT These describe the key outcomes that 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)*
	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*

ELEMENT These describe the key outcomes that 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)*
	5.2 *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	7.1 Activities are periodically monitored and evaluated

ELEMENT These describe the key outcomes that 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)*
Protection/Programs	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

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 Including but are not limited to:	1.1 Mask 1.2 Gloves 1.3 Goggles 1.4 Safety hat 1.5 Overall 1.6 Hearing protector 1.7 Safety boots
Environmental pollution control measures Including but are not limited to:	1.1 Methods for minimizing or stopping spread and ingestion of airborne particles 1.2 Methods for minimizing or stopping spread and ingestion of gases and fumes 1.3 Methods for minimizing or stopping spread and ingestion of liquid wastes
Waste management procedures Including but are not limited to:	1.1 Sorting 1.2 Storing of items 1.3 Recycling of items 1.4 Disposal of items

Variable	Range
Resources Include but not limited to:	1.1 Electric 1.2 Water 1.3 Fuel 1.4 Telecommunications 1.5 Supplies 1.6 Materials
Workplace environmental hazards Including but are not limited to:	1.1 Biological hazards 1.2 Chemical and dust hazards 1.3 Physical hazards
Organizational systems and procedures Include but are not limited to:	1.1 Supply chain, procurement and purchasing 1.2 Quality assurance 1.3 Making recommendations and seeking approvals

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- 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, procedures and providing information to the work group
- Measuring and recording current resource usage
- Analyzing and recording current purchasing strategies.
- Analyzing current work processes to access information and data as well as assisting identifying areas for improvement
- Analyzing resource flow
- Determining efficiency of use/conversion of resources
- Determining causes of low efficiency use of resources
- Developing plans for increasing the efficiency of resource use
- Checking resource use plans

- Complying with regulations/licensing requirements
- Determining benefit/cost of plans
- Ranking proposals based on benefit/cost compared to limited resources
- Checking that proposals meet regulatory requirements
- Monitoring and implementation
- Adjusting 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
- Solid waste Act
- Methods of minimizing wastage
- Waste management procedures
- Economizing of resource consumption
- 3Rs principle
- 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 use of resources
- 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 individuals:
	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 procedure
	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 (ex. Cleaning tools, cleaning materials, trash bags, etc.)
	2.3 PPE
	2.4 Manuals and references
	2.5 Legislation, policies, procedures, protocols and local ordinances relating to environmental protection
	2.6 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-plays

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.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 OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE: BUS/OS/HRM/BC/07/5

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 that 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. 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	2.1 Prevention *and control measures*, including use of s*afety gears / PPE (personal protective equipment)* for

ELEMENT These describe the key outcomes that 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)*
appropriate control measures	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 in 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 Including but are not limited to:	1.1 Physical hazards – impact, illumination, pressure, noise, vibration, extreme temperature, radiation 1.2 Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects 1.3 Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors 1.4 Ergonomics 1.4.1 Psychological factors – over exertion/ excessive force, awkward/static positions, fatigue, direct pressure, varying metabolic cycles 1.4.2 Physiological factors – monotony, personal 1.4.3 relationship, work out cycle 1.5 Safety hazards (unsafe workplace condition) confined space, excavations, falling objects, as leaks, electrical, poor storage of materials and waste, spillage, waste and debris 1.6 Unsafe workers' act (smoking in off-limited areas, substance

Variable	Range
	and alcohol abuse at work)
Indicators Including but are not limited to:	1.1 Increased of incidents of accident/injuries 1.2 Increased occurrence of sickness or health complaints/ symptoms 1.3 Common complaints of workers related to OSH 1.4 High absenteeism for work-related reasons
Evaluation and/or work environment measurements Including but are not limited to:	1.1 Health Audit 1.2 Safety Audit 1.3 Work Safety and Health Evaluation 1.4 Work Environment Measurements of Physical and Chemical Hazards
OSH issues and/or concerns Include but are not limited to:	1.1 Workers' experience/observance on presence of work hazards 1.2 Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) 1.3 Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelin

Variable	Range
	es
Prevention and control measures Include but are not limited to:	1.1 Eliminate the hazard (i.e., get rid of the dangerous machine
	1.2 Isolate the hazard (i.e. keep the machine in a closed room and operate it remotely; barricade an unsafe area off)
	1.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one)
	1.4 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)
	1.5 Use engineering controls to reduce the risk (i.e. use safety guards to machine)
	1.6 Use personal protective equipment
	1.7 Safety, Health and Work Environment Evaluation
	1.8 Periodic and/or special medical examinations of workers

Variable	Range
Safety gears /PPE (Personal Protective Equipment's) Including but are not limited to:	1.1 Arm/Hand guard, gloves 1.2 Eye protection (goggles, shield) 1.3 Hearing protection (ear muffs, ear plugs) 1.4 Hair net/cap/bonnet 1.5 Hard hat 1.6 Face protection (mask, shield) 1.7 Apron/Gown/coverall/jump suit 1.8 Anti-static suits 1.9 High-visibility reflective vest
Appropriate risk controls Including but are not limited to:	1.1 Appropriate risk controls in order of impact are as follows: 1.2 Eliminate the hazard altogether (i.e., get rid of the dangerous machine) 1.3 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) 1.4 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one)

Variable	Range	
	1.5	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)
	1.6	Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users)
	1.7	Use personal protective equipment (i.e., wear gloves and goggles when using the machine)
Contingency measures Include but are not limited to:	1.1	Evacuation
	1.2	Isolation
	1.3	Decontamination
	1.4	(Calling designed) emergency personnel
Emergency procedures Including but are not limited to:	1.1	Fire drill
	1.2	Earthquake drill
	1.3	Basic life support/CPR
	1.4	First aid
	1.5	Spillage control
	1.6	Decontamination of chemical and toxic
	1.7	Disaster preparedness/management
	1.8	Use of fire-extinguisher
Incidents and emergencies	1.1	Chemical spills
	1.2	Equipment/vehicle

Variable	Range	
Include but are not limited to:		accidents
	1.3	Explosion
	1.4	Fire
	1.5	Gas leak
	1.6	Injury to personnel
	1.7	Structural collapse
	1.8	Toxic and/or flammable vapors emission.
OSH-related Records including but are not limited to:	1.1	Medical/Health records
	1.2	Incident/Accident reports
	1.3	Sickness notifications/sick leave application
	1.4	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 individual:
	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. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

COMMON UNITS OF COMPETENCY

MANAGE ORGANIZATIONAL BEHAVIOUR

UNIT CODE: BUS/OS/HRM/CC/01/5

Unit Description
This unit specifies the competencies required to manage organizational behaviour. It involves analyzing individual and group behavior, evaluating different motivational theories and motivational strategies, evaluating various leadership styles, facilitating change management, managing conflict and negotiations, managing organization change and culture, managing groups and teams, managing perceptions, personalities and emotions and managing values and attitudes in the work place

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that 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. Analyze individual and group behaviour	1.1. Familiarize with organization behaviour as per the SOPs 1.2. Importance of organization behaviour is identified as per the work place procedures ***1.3. Theories of organization***

ELEMENT These describe the key outcomes that 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***
	behaviour are identified as per SOPs 1.4. Organization behaviour theories are applied as per the work place procedures.
2. Evaluate different motivational theories and motivational strategies	2.1. Familiarize with motivation as per SOPs 2.2. ***Motivation theories*** are identified as per the SOPs 2.3. Types of motivation are identified as per the SOPs 2.4. Process of motivation is familiarised with as per the SOPs 2.5. Advantages and disadvantages of motivation are highlighted as per the SOPs
3. Evaluate various leadership styles	3.1. Leadership is defined as per the SOPs 3.2. Types of leadership styles are identified as per the SOPs 3.3. Characteristics of good leaders are defined as per the SOPs 3.4. Leadership skills highlighted as per the SOPs

ELEMENT These describe the key outcomes that 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*
	3.5. Leadership issues in contemporary organization are underlined as per the SOPs
4. Manage conflict and negotiations at workplace	4.1. Familiarize with conflict and negotiations as per the SOPs 4.2. Causes of conflicts in an organization are identified and defined as per the work place policies 4.3. Conflict management is defined as per the SOPs 4.4. *Conflict management methods* are applied as per the work place policies 4.5. Advantages and disadvantages of benefits of conflict management are highlighted as per the work place policies
5. Manage organization change and culture	5.1. Organization culture and change management is defined as per the SOPs 5.2. Characteristics of organization culture are identified as per the SOPs *5.3. Types of organization culture*

ELEMENT These describe the key outcomes that 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 defined as per the SOPs 5.4. Methods of creating and sustaining organization culture are underlined as per the work place procedures 5.5. Liabilities of organization culture are identified as per the work place procedures 5.6. ***Approaches to managing change*** are applied as per the work place polices 5.7. Resistance to change is established as per the work place procedures
6. Manage groups and teams at the workplace	6.1. Groups and teams are defined as per the SOPs 6.2. Group dynamics are identified as per the SOPs 6.3. Stages of group and team development are highlighted as per the SOP 6.4. Effective teams are established as per the work place procedures 6.5. Ways of managing groups and

ELEMENT These describe the key outcomes that 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*
	teams are identified as per work place procedures 6.6. Barriers to effective groups and teams are highlighted as per the work place procedures 6.7. Diversity at the work place is identified and managed as per the work place policies 6.8. Advantages and disadvantages of groups and teams are highlighted as per the SOPs
7. Manage perceptions, personalities and emotions in the work Place	7.1. Terms are defined as per the SOPs 7.2. Types of personalities are identified as per the SOPs. 7.3. Effect of perceptions, personalities and emotions to performance are established as per the SOPs 7.4. Factors affecting perceptions, personalities and emotions are highlighted as per the work place procedures 7.5. Importance of perceptions, personalities and emotions are

ELEMENT These describe the key outcomes that 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***
	established as per the SOPs 7.6. Perceptions, personalities and emotions are managed as per the work place policies
8. Manage values and attitudes in the work place	8.1. Values and attitudes are defined as per the SOPs 8.2. Benefits of values and attitudes are identified as per the SOPs 8.3. Effects of values and attitudes in the work place are highlighted as per the work place procedures 8.4. Advantages and disadvantages of managing values and attitudes in the work place are identified as per the SOPs 8.5. Contemporary/emerging issues in the work place are identified as per the SOPs
9. Managing work place stress	1.1 Meaning of stress is highlighted as per the SOPs 1.2 Causes of stress are identified as per the work place practices 1.3 Types of stress are highlighted as per the SOPs

ELEMENT These describe the key outcomes that 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 Negative and positive impact of stress are analysed as per the SOPs 1.5 Ways of managing stress in the work place are applied as per the work place policies

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. ***Theories of organization behaviour*** May include but not limited to:	1.1 Behavioural Organization Theories 1.1.1 Human relations 1.1.2 Decision making 1.1.3 Servant leadership
2. Motivation theories May include but not limited to:	1.1 Maslow's hierarchy of need 1.2 Herzberg two factor theory 1.3 Vrooms expectancy 1.4 BF Skinners reinforcement

Variable	Range
	theory
3. Conflict management methods May include but not limited to:	1.1 Negotiations 1.2 Mediation 1.3 Conciliation 1.4 Diplomacy 1.5 Peace building 1.6 Arbitration 1.7 Avoidance 1.8 Collaborations
4. Types of organization culture May include but not limited to:	1.1 Clan culture 1.2 Adhocracy 1.3 Market 1.4 Hierarchy
5. Approaches to managing change May include but not limited to:	1.1 Kotter's change management theory. 1.2 Lewin's Change Management Model. 1.3 McKinsey 7 S Model 1.4 Nudge Theory

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit of competency.

Required Skills
The individual needs to demonstrate the following skills:
• Interpersonal relations

- Communication
- Negotiations
- Critical thinking
- Data collection and reporting
- Presentation
- Conflict management
- Analytical

Required Knowledge
The individual needs to demonstrate knowledge of:
- Theories of organization behavior
- Motivation theories
- Types of organization culture
- Approaches to managing change
- Conflict management methods
- Organization policies and procedures

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidences that the candidate
	1.1 Identified the importance of organization behaviour.
	1.2 Related theories of organization behaviour and the organization culture.
	1.3 Managed conflict at the work place.
	1.4 Identified methods of addressing resistance at the work pace.
	1.5 Created effective teams that harnessed on the diversity of the

	team members.
	1.6 Provided mitigation methods to barriers of communication.
	1.7 Analysed factors that affect perceptions, personalities and emotions in an organization
	1.8 Described the effects of values and attitudes in the work place.
	1.9 Examined contemporary/emerging issues in the work place
2. Resource implications	The following resources MUST be provided:
	2.1 Regulations, guidelines and strategic plan
	2.2 Organization structure, functions, policies and procedures
	2.3 Computers and computer software
	2.4 Computer servers
	2.5 Internet and intranet connectivity
3. Method of assessment	Competency may be assessed through:
	3.1 Written questions
	3.2 Oral questions
	3.3 Observation
	3.4 Projects
	3.5 Review of portfolios
	3.6 Review of third party workplace reports
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)

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

DEMONSTRATE MANAGEMENT OF HUMAN RESOURCES

UNIT CODE: BUS/OS/HRM/CC/02/5

Unit Description

This unit specifies the competencies required to demonstrate human resources management

It involves identify the purpose of human resources management, evolution of human resources management, demonstrate understanding of evolution of human resources management, human resources support services, provide human resources support services and addressing emerging issues in human resources

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that 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. Identify the purpose of human resources management	1.1 Human resources management is defined as per the SOPs 1.2 Importance of human resources management is established as per the SOPs 1.3 Human resources management contribution to organization performance is identified as per

ELEMENT These describe the key outcomes that 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 SOPs 1.4 Main activities, responsibilities and tasks of human resources management are highlighted as per the work place procedures 1.5 Functions of human resources management are identified as per the SOPs 1.6 ***Theories of human resources management*** and their relationship to HRM are defined as per the SOPs 1.7 Principles of human resources management are underlined as per the SOPs 1.8 ***Personal qualities*** needed for human resources practitioners work are outlined as per the SOPs
2. Demonstrate understanding of Evolution of human resources	2.1 Stages of development since industrial evolution are familiarized with as per the SOPs 2.2 Multi-disciplinary nature of human resources management is

ELEMENT These describe the key outcomes that 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***
management	highlighted as per the SOPs 2.3 Emerging issues in human resource management are defined as per the SOPs
3. Provide human resources support services	3.1 Human resource support services are identified as per the SOPs 3.2 The organization structure of human resource department is drawn as per the work place activities 3.3 Importance of human resource department is underlined as per the SOPs 3.4 Evaluating performance of the human resources management function is carried out as per the SOPs
4. Address emerging issues in human resources	4.1 Emerging issues in human resource are identified as per the SOPs 4.2 Effects of emerging issues in human resources management are highlighted as per the SOPs 4.3 Significant contemporary issues

ELEMENT These describe the key outcomes that 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 human resource management are analysed and evaluated as per the work place procedures 4.4 The **factors affecting the future of human** resources management is identified

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
Theories of human resources management May include but not limited to	1.1 Human capital theory 1.2 Contingency theory 1.3 The Configurational theory 1.4 Resource based theory
Personal qualities for Human Resource (HR) professionals May include but not limited to:	1.1 Knowledge and expertise 1.2 Communication 1.3 Time management 1.4 Self-discipline 1.5 Trustworthy

Variable	Range
	1.6 Confidentiality
Factors affecting the future of human resource management May include but not limited to	1.1 Globalization 1.2 Technology 1.3 Professionalism

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required
for this unit of competency.

Required Skills
The individual needs to demonstrate the following skills:
- Interpersonal
- Communication
- Negotiations
- Critical thinking
- Strategic management
- Data collection and reporting
- Presentation

Required Knowledge
The individual needs to demonstrate knowledge of:
- ☐ Enabling legislation that govern employment and the work place
- ☐ Organization policies, structures, processes, work standards skills and competencies

- Human resource support services
- Human resource evolution

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidences that the Individual:
	1.1 Identified the importance of human resources management in an organization
	1.2 Described the main activities, responsibilities and tasks in human resource management
	1.3 Analysed the theories of human resources management, showing their relationship to HRM
	1.4 Applied the principles of human resources management in handling human resource issues
	1.5 Described the of evolution of human resources management
	1.6 Identified the importance of human resource support services
2. Resource implications	The following resources MUST be provided:
	2.1 Regulations, guidelines and strategic plan.
	2.2 Organization structure, functions, policies and procedures
	2.3 Computers and computer software
	2.4 Computer servers
	2.5 Internet and intranet connectivity

3. Method of assessment	Competency may be assessed through: 3.1 Written questions 3.2 Oral questions 3.3 Observation 3.4 Projects 3.5 Review of portfolios 3.6 Review of third party workplace reports
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

CORE UNITS OF COMPETENCY

UNDERTAKE EMPLOYEE RESOURCING

UNIT CODE: BUS/OS/HRM/CR/01/5

Unit Description

This unit specifies the competencies required to initiate employee resourcing. It includes undertaking job analysis, identifying vacancies in the organization, developing vacancy advertisements, identifying recruitment sources, conducting employees' recruitment and undertaking employees' induction.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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. Undertake job analysis	1.1 Job analysis is defined
	1.2 ***Job analysis uses*** are identified as per the Standard Operating Procedures (SOPs)
	1.3 ***Techniques/methods*** of job analysis are discussed as per SOPs
	1.4 Job description is defined as per SOPs
	1.5 Job specification is defined as per SOPs

ELEMENT These describe the key outcomes that 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*
	1.6 Challenges in carrying out job analysis are identified
2. Identify vacancies in the organization	2.1 The goals and strategies of the organization are articulated 2.2 Number and type of employees that the organization needs is determined as per SOPs 2.3 The current human resource in the organization is established as per SOPs 2.4 The *variances* in the human resource within the organization are established as per SOPs 2.5 The number of gaps to be filled are determined as per SOPs

ELEMENT These describe the key outcomes that 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. Develop vacancy advertisements	3.1 Job positions are identified as per organizational needs *3.2* Job descriptions for each position are prepared as per the organization *HR manuals* 3.3 Job specifications for each position are prepared as per the organization HR manuals 3.4 Job advertisements for each position are drafted as per the organization's HR manuals
4. Identify recruitment sources	4.1 Recruitment is defined as per the SOPs 4.2 Recruitment sources are defined in line with work place policies 4.3 Internal sources are analyzed as per work place policies 4.4 External sources are analyzed as per the work policies 4.5 Advantages and disadvantages of internal sources are identified 4.6 Advantages and disadvantages of external sources are

ELEMENT These describe the key outcomes that 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***
	identified as per the organization's policies
5. Conduct employees recruitment	5.1 Recruitment plan is developed as per SOPs 5.2 ***Recruitment budget*** is prepared as per SOPs 5.3 Advertisement of the positions are done as per SOPs 5.4 Recruitment is carried out as per SOPs 5.5 Appointments are done as per SOPs 5.6 Challenges in the recruitment process are identified
6. Undertake employees induction	6.1 Induction is defined as per the SOPs 6.2 Induction of employees is done as per SOPs 6.3 Placement is done as per SOPs 6.4 Deployments are done as per 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
Job analysis uses May include but not limited to:	1.1 HR Planning 1.2 Recruitment and selection 1.3 Training and development 1.4 Job evaluation 1.5 HRIS 1.6 Health and safety
Techniques/methods of job Analysis May include but not limited to:	1.1 Observation 1.2 Questionnaire 1.3 Interview 1.4 Work sampling 1.5 Employee diary/log book
Variances May include but not limited to:	1.1 Overstaffing 1.2 Understaffing 1.3 Job mismatch
HR manuals May include but not limited to:	1.1 Career guidelines 1.2 Regulations, policies and procedures
Recruitment budget May include but not limited to:	1.1 Cost of advertising 1.2 Cost of interviewing 1.3 Cost of materials to be used

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:

- Critical analysis
- Communication
- Negotiations
- Report writing
- Interpersonal relations
- Emotional intelligence
- Decision making
- Organization
- Listening

Required Knowledge

The individual needs to demonstrate knowledge of:

- Budgeting
- Computer application
- Job analysis
- Human resource policies, guidelines and regulations
- Organization goals, objectives and strategies
- Market segmentation
- Coordinating
- Organizing

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual: 1.1 Demonstrated expertise in undertaking job analysis 1.2 Demonstrated competence in the recruitment process 1.3 Demonstrated ability to link employees' induction to their duties, tasks and responsibilities 1.4 Demonstrated ability to use job fit to optimize individual and teams
2. Resource implications	The following resources MUST be provided: 2.1 Human resource policies, guidelines, regulations and strategic plans 2.2 Work plans and programmes/schedules 2.3 Organization policies and procedures
3. Method of assessment	Competency may be assessed through: 3.1 Written 3.2 Oral questions 3.3 Review of portfolios 3.4 Case study analysis 3.5 Demonstration 3.6 Project
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)

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

CONDUCT LEARNING AND DEVELOPMENT

UNIT CODE: BUS/OS/HRM/CR/02/5

Unit Description

This unit specifies the competencies required to coordinate training and development in an organization. It requires an individual to identify, plan, coordinate and evaluate training and development.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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. Carry out training needs assessment	1.1 Organization objectives are identified according to SOPs 1.2 ***Functional units*** within the organization are identified according to SOPs 1.3 ***Training needs assessment tools*** are developed and disseminated according to SOPs. 1.4 Competencies within each function are identified according to SOPs 1.5 Performance appraisal reports are reviewed as per the

ELEMENT These describe the key outcomes that 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***
	performance appraisal guidelines 1.6 Gaps in the performance appraisal reports are identified as per the SOPs 1.7 Training needs assessment reports are prepared as per the SOPs
2. Prepare capacity building programmes and calendar	2.1 Training requirements for each functional unit are determined as per the SOPs 2.2 The training programme that will bridge the gap are identified as per the SOPs 2.3 Training objectives are determined as per the SOPs 2.4 ***Training methods*** are identified -Who, when, where, what and why resource persons and venue identified as per the SOPs 2.5 Budgetary allocation for training and development are determined as per the SOPs 2.6 The training calendar is drawn as per the SOPs

ELEMENT These describe the key outcomes that 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. Conduct Capacity Building	3.1 Training calendar is communicated to the employees and resource persons as per the SOPs 3.2 Training manuals are prepared according to the training programmes identified 3.3 Training is conducted as per the SOPs and professional body 3.4 Monitoring and evaluation of the training is done and changes initiated as per the identified needs
4. Coordinate coaching and mentoring programmes	2.1 Goals, objectives and duration are identified as per the SOPs 2.2 Individuals who require mentoring and coaching are identified and selected as per the SOPs 2.3 Coaches and mentors are identified as per the SOPs. 2.4 Coaching and mentoring are conducted as per the SOPs 2.5 Monitoring, evaluation and reporting is done as per the SOPs

ELEMENT These describe the key outcomes that 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. Update knowledge management system	5.1 Training and development reports are received and compiled 5.2 Coaching and mentoring evaluation reports are received and compiled 5.3 Reports are uploaded in the data base as per the SOPs
6. Conduct training impact assessment	6.5 Training impact assessment objectives are identified according to SOPs 6.6 ***Training impact assessment tools*** are developed and disseminated according to SOPs 6.7 Training impact assessment reports are prepared as per the SOPs
7. Review training and development programmes	7.1 Recommendations in the training reports are compiled as per the SOPs. 7.2 Training programmes are reviewed as per the recommendations in the training reports

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
Functional Units May include but not limited to:	1.1 Finance 1.2 Administration 1.3 Human resource 1.4 Supply chain management services 1.5 Accounts 1.6 Sales and marketing
Training Needs Assessment Tools May include but not limited to:	1.1 Questionnaires 1.2 Surveys 1.3 Performance appraisal reports 1.4 Interviews schedules 1.5 Accident reports records 1.6 Complaints register
Training Impact Assessment Tools May include but not limited to:	1.1 Individual training reports 1.2 Monitoring and evaluation reports 1.3 Coaching and mentoring reports
Training Methods May include but not limited to:	1.1 Simulation 1.2 Lecture 1.3 Demonstration 1.4 Role play

Variable	Range
	1.5 Project 1.6 Case studies 1.7 Exchange programmes

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
- Data analysis and presentation
- Listening
- Organizing
- Team building
- Leadership
- Time management
- Conflict management and resolution
- Budgeting
- Decision making
- Emotional intelligence
- Interpersonal relations
- Crisis management
- Analytical
- Data analysis and presentation
- Public relations
- Negotiation
- Computer application

□ Operations of the organization

Required Knowledge

The individual needs to demonstrate knowledge and understanding of:

□ Emerging issues

□ SOPs

□ Work place procedures

□ Human resource procedures and manuals

□ Management functions

□ Work planning and documentation

□ Human resource legislations, policies and regulations

□ Development and administration of data collection tools

□ Training principles

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidences that the individual:
	1.1 Demonstrated the ability to identify organizational objectives.
	1.2 Demonstrated the ability to develop training and development programmes
	1.3 Demonstrated the ability to develop training needs assessment tools and training impact assessment tools
	1.4 Demonstrated the ability to administer the tools, analyze and write reports

	1.5 Demonstrated ability to prepare capacity building programmes and calendar
	1.6 Demonstrated expertise in coordinating, coaching and mentoring
2. Resource implications	The following resources MUST be provided:
	2.1 Human resource polices, guidelines, regulations and strategic plans
	2.2 Work plans and programmes/schedules
	2.3 Career progression manuals
	2.4 Organization structure, policies and procedures
3. Methods of assessment	Competency may be assessed through:
	3.1 Written questions
	3.2 Oral questions
	3.3 Observations
	3.4 Projects
	3.5 Review of portfolios
	3.6 Third party workplace reports
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

PARTICIPATE IN PERFORMANCE MANAGEMENT

UNIT CODE: BUS/OS/HRM/CR/03/5

Unit Description

This unit specifies the competencies required to coordinate performance management. It includes identifying organizational performance objectives, developing departmental work plan, negotiating performance targets and evidence, reviewing performance, carrying out training needs assessment, implementing productivity improvement methods, undertaking training impact assessment and monitoring changing trends in the market place.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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. Identify organizational performance objectives	1.1 Familiarize with the organization's objectives 1.2 Deliverable objectives for the performance period are identified and their respective activities 1.3 ***Resource requirement*** is identified

ELEMENT These describe the key outcomes that 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 Output for each activity, its indicator and the evidence are identified 1.5 Documentation is done
2. Develop departmental work plan	2.1 Deliverable objectives for the performance period are identified and their respective activities are cascaded to the respective departments 2.2 Respective departments prepare their work plans 2.3 Departmental objectives for the performance period are disseminated to individual employees
3. Negotiate performance targets	3.1 Individual employees negotiate their targets and evidence 3.2 Individual employees prepare their work plans
4. Review performance	4.1 ***Performance appraisal*** is defined 4.2 ***Appraisal intervals*** are determined 4.3 Methods of appraisal are determined

ELEMENT These describe the key outcomes that 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***
	4.4 Appraisal is conducted according to organizations procedures 4.5 Correction/performance interventions are initiated
5. Carry out training needs assessment	1.1. Organization objectives are identified according to SOPs 1.2. ***Functional units*** within the organization identified according to SOPs. 1.3. Competencies within each function identified according to SOPs. 1.4. Performance appraisal reports reviewed as per the performance appraisal guidelines. 1.5. Gaps in the performance appraisal report identified as per the SOPs 1.6. Training needs assessment report prepared as per the SOPs
6. Implement productivity	6.1 Individual employees whose performance has been

| ELEMENT
These describe the key outcomes that 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 |
|---|---|
| improvement methods | sanctioned are identified
6.2 Identified employees are put on the performance improvement programmes |
| 7. Undertake training impact assessment | 7.1 Training impact assessment objectives are identified according to SOPs
7.2 Familiarise with Training impact assessment tools
7.3 Training impact assessment report prepared as per the SOPs |
| 8. Monitor Changing Trends in the Market Place | 8.1 Market segment is identified
8.2 Lead Players in the market segment are identified.
8.3 Familiarize with the scope of organization in the market segment
8.4 ***Bench mark operations*** against the lead players in the market
8.5 ***Market trends*** are identified and documented
8.6 Report prepared and recommendation given to |

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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
	management

RANGE

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

Variable	Range	
Resource requirement May include but not limited to:	1.1	Financial
	1.2	Human
	1.3	Machines
	1.4	Equipment
Performance appraisal May include but not limited to:	1.1	Observing employees behaviour at workplace
	1.2	Review of documents
	1.3	Review of assignments undertaken by the employee
Appraisal intervals May include but not limited to:	1.1	Annually
	1.2	Monthly
	1.3	Quarterly
	1.4	Mid-year

Variable	Range
Functional units May include but not limited to:	1.1 Finance 1.2 Administration 1.3 Human resource 1.4 Supply chain management services 1.5 Accounts 1.6 Sales and marketing
Bench mark operations May include but not limited to:	1.1 Product 1.2 Services 1.3 Processes 1.4 Methods
Market trends May include but not limited to:	1.1 Consumer behaviour 1.2 Investment opportunities 1.3 Segments

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:

- Observation
- Negotiation
- Analytical
- Interpersonal relations
- Computer application
- Report writing

□ Communication

Required Knowledge
The individual needs to demonstrate knowledge of:
- □ Performance management
- □ Organization mandate
- □ Duties and responsibilities of job families in the organization
- □ Performance management tools
- □ Communication

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrated: 1.1 Ability to develop work plans 1.2 Ability to negotiate performance targets 1.3 Ability to keep appraisal records for auditing purposes 1.4 Ability to participate in capacity building 1.5 Ability to undertake training needs assessment 1.6 Ability to undertake training impact assessment 1.7 Ability to monitor changing trends in the market place
2. Resource implications	The following resources MUST be provided: 2.1 Human resource policies, guidelines, regulations and strategic plans

	2.2 Work plans and programmes/schedules
	2.3 Organization policies and procedures
3. Method of assessment	Competency may be assessed through:
	2.4 Written
	2.5 Oral questions
	2.6 Review of portfolios
	2.7 Case study analysis
	2.8 Demonstration
	2.9 Project
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

PREPARE HUMAN RESOURCE BUDGETS

UNIT CODE: BUS/OS/HRM/CR/04/5

Unit Description

This unit specifies the competencies required to undertake financial management. It includes budgeting for the HR activities, managing payroll, administering statutory deductions, implementing third party transactions in the payroll and processing insurance claims.

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 for the human resource activities	1.1 Budgeting is defined as per the SOPs 1.2 Budgeting cycle is discussed 1.3 Human resource functions and activities to be funded are identified
2. Manage payroll	2.1 Organization payroll needs and requirements are identified in line with SOPs 2.2 Primary data is collected. 2.3 Data is keyed in the payroll application

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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*
	2.4 Discrepancies identified and amended. 2.5 The payroll is run
3. Administer statutory and deductions	3.1 *Statutory deductions* are defined as per the SOPs 3.2 Calculations of statutory deduction are done as per the SOPs 3.3 The product is effected in the payroll 3.4 Statutory deductions are remitted to relevant bodies
4. Implement third party transactions in the payroll	4.1 *Third party deductions* are defined as per the SOPs 4.2 Deductions to third parties are calculated as per the SOPs 4.3 The product is effected in the payroll 4.4 Deductions to third parties are remitted to relevant bodies

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. Process insurance claims	5.1 Introduction of insurance 5.2 Process of insurance claims identified 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
Statutory deductions May include but not limited to:	1.1 NHIF 1.2 HELB 1.3 NSSF 1.4 WCPS 1.5 PAYE
Third party deductions May include but not limited to:	1.1 Insurance 1.2 Bank Loans 1.3 SACCO

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 and negotiations
- Computer application
- Budgeting skill
- Numeracy
- Data collection
- Data entry

Required Knowledge

The individual needs to demonstrate knowledge of:

- Legislation governing payroll management
- Human resource regulations, policies and guidelines
- Organization goals, objectives and strategies
- Processing of insurance claims

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrated: 1.1 Ability to identify HR functions to be funded. 1.2 Ability to manage payroll 1.3 Ability to calculate and effect statutory deductions 1.4 Ability to calculate and effect deductions to third parties 1.5 Ability to process insurance claims
2. Resource implications	The following resources MUST be provided:

	2.1 Human resource polices, guidelines and regulations 2.2 Organization policies and procedures 2.3 Payroll primary data 2.4 Payroll system 2.5 Relevant legislations 2.6 Deduction calculators
3. Method of assessment	Competency may be assessed through: 2.10 Written or oral questions 2.11 Review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

UNDERTAKE BUSINESS COMMUNICATION

UNIT CODE: BUS/OS/HRM/CR/05/5

Unit Description

This unit specifies the competencies required to undertake business communication. It includes identifying forms of business communication, identifying the HR communication process, implementing organizational policies on communication, safeguarding confidentiality in HR communication, managing communication on social media platforms and communication records, managing HR correspondences and taking minutes and writing reports.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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. Identify forms of business communication	1.1 Business communication is defined 1.2 Importance of business communication is identified 1.3 Forms of business communication are analysed 1.4 Means of communications are identified

ELEMENT These describe the key outcomes that 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. Identify the HR communication process	2.1 Communication cycle is defined 2.2 *Communication types* (up-ward, down-ward and horizontal) are identified 2.3 Communication within the organization is identified 2.4 Communication outside the organization is identified 2.5 Communication barriers are identified
3. Align response time to service charter	3.1 Familiarize with the organization service charter. 3.2 Communication is done in line with the service charter 3.3 Communication response time is reviewed as per the SOPs 3.4 Recommendations to management are identified

ELEMENT These describe the key outcomes that 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. Implement policies on communication	4.1 Familiarize with the organization policies on communication 4.2 Internal and external channels of communication within the organization are identified 4.3 The roles and responsibilities of HR in the communication process are identified 4.4 Receiving and dissemination of information is done in line with SOPs 4.5 Implementation of the communication process is monitored and reviewed
5. Safeguard confidentiality in HR communication	5.1 Familiarize with the organization policy on confidentiality of information. 5.2 *Physical securing* of information during the

ELEMENT These describe the key outcomes that 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 process is done. 5.3 Decorum is observed. 5.4 Monitor how information circulation is handled within the organization. 5.5 Sensitize employees on safeguarding confidentiality of information and records. 5.6 Challenges of safeguarding confidentiality in HR communication are identified
6. Manage communication on Social Media Platforms	6.1 Organization human resource social media requirements are identified. 6.2 Initiate development and review of social media policies and procedures components on HR. 6.3 Select the social media platforms that meet the needs of the organization.

ELEMENT These describe the key outcomes that 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***
	6.4 Source for content, both internal and external, for use on social media platforms. 6.5 Create opportunities to attract social media users. 6.6 Respond to customers in timely manner directing them to relevant information as required according to social media policies and procedures 6.7 Update of the social media account to maximise effectiveness 6.8 Enforce adherence to legal and ethical practices. Track social media activities using social media monitoring tools 6.9 Report the social media engagements to management for implementation

ELEMENT These describe the key outcomes that 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. Manage human resource correspondences	7.1 Familiarize with the human resource manuals on correspondence 7.2 Incoming (internal or external) and outgoing (internal or external) correspondences are obtained in line with the SOPs 7.3 Correspondence sorted in line with the SOPs 7.4 Action taken on correspondences in line with the SOPs
8. Minute taking	8.1 Meeting documents are identified 8.2 Agenda of a meeting is prepared 8.3 Notice of a meeting is prepared 8.4 Minutes of a meeting and formats are discussed

ELEMENT These describe the key outcomes that 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***
9. Write report	5.1 Importance of reports in HR functions is discussed 5.2 Forms and types of reports are identified 5.3 Formats of reports are discussed 5.4 Reports are prepared

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
Physical securing May include but not limited to:	1.1 Burglar proof doors 1.2 Padlocks 1.3 Cabinets
Communication types May include but not limited to:	1.1 Up-ward 1.2 Down-ward 1.3 Horizontal

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
- Data analysis and presentation
- Listening
- Leadership
- Time management
- Conflict management and resolutions
- Budgeting
- Decision making
- Interpersonal relations
- Analytical skills
- Negotiation
- Computer application
- Organization
- Record management
- Reading

Required Knowledge

The individual needs to demonstrate knowledge of:

- Workplace procedures
- Human resource procedures and manuals
- Record management function
- Work planning and documentation
- Dispute resolution process
- Legislations, policies and regulations

Communication processes

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrated: 1.1 Ability to process communication 1.2 Ability to maintain records. 1.3 Ability to safeguard confidentiality of information 1.4 Ability to manage correspondences 1.5 Ability to use social media. 1.6 Ability to identify forms of business communication 1.7 Ability to prepare meeting minutes 1.8 Ability to write report
2. Resource implications	The following resources MUST be provided: 1.1 Human resource polices, guidelines and regulations strategic plans 1.2 HR manuals 1.3 Work plans and programmes/schedules 1.4 Organization policies and procedures
3. Method of assessment	Competency may be assessed through: 3.1 Written 3.2 Oral questions 3.3 Review of portfolios 3.4 Case study analysis 3.5 Demonstration

	3.6 Project
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
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 HUMAN RESOURCE RECORDS

UNIT CODE: BUS/OS/HRM/CR/06/5

Unit Description

This unit specifies the competencies required to manage HR records. It includes identifying HR records, classifying HR records, identifying filing systems for HR records, maintaining HR records, storing HR records, retrieving HR records and appraising HR records.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that 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. Identify HR records	1.1 The importance of keeping records is identified 1.2 HR records are defined 1.3 ***Types of human resource records*** are identified 1.4 ***Forms of human resource records*** are identified

ELEMENT These describe the key outcomes that 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. Classify HR records	2.1 Familiarize with organization record management policies which are available 2.2 Record management policies are initiated in line with the SOPs 2.3 HR records are sorted as per organization procedures 2.4 Record contents are analysed and assessed in line with the SOPs 2.5 HR records are categorized in line with the SOPs
3. Identify filing systems for HR records	3.1 *Filing systems* are identified based on type of records in line with the SOPs 3.2 Filing system for the organization is identified 3.3 *Resources* for setting up the **filing system** are identified, and their availability secured based on the type of records and in line with the SOPs 3.4 Filing system is established based on type of records and in

ELEMENT These describe the key outcomes that 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*
	line with the SOPs
4. Maintain HR records	4.1 HR records are received 4.2 Allocation of duties is done in line with the SOPs 4.3 Contents of HR records are analyzed and assessed in line with the SOPs 4.4 Indexing system for the organization is identified 4.5 HR records are indexed as per the organization requirements
5. Store HR records	5.1 Familiarize with the organization policy on confidentiality of records which are available. 5.2 Policy on confidentiality of records is initiated in line with the SOPs. **5.3** *Facilities* and location **for**

ELEMENT These describe the key outcomes that 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*
	storage of records are identified. 5.4 *Storage systems* are identified based on type of records in line with the SOPs. 5.5 *Resources* **for** setting up the **storage** systems are identified, and their availability secured based on the type of records in line with the SOPs. 5.6 Physical securing of records is done. 5.7 Train employees on safeguarding confidentiality of records. 5.8 Challenges of safeguarding confidentiality in HR records are identified.
6. Retrieve HR records	6.1 Familiarize with the organization policy on retrieval of records which are available. 6.2 Policy on retrieval of records is initiated in line with the SOPs. 6.3 *Resources* for retrieval of records are identified and their availability secured based on the type of records in line with the SOPs.

ELEMENT These describe the key outcomes that 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*
	6.4 HR records retrieval is done in line with the SOPs 6.5 Circulation of records within the organization is monitored and reviewed in line with the SOPs.
7. Appraise HR records	7.1 Records retention schedules are prepared in line with the organization retention policy where available. 7.2 Policy on retention of records is initiated in line with the SOPs 7.3 Records survey is conducted as per the organization's requirements 7.4 Evaluation of records is conducted as per the organization's requirements 7.5 Records are disposed/retained in line with the existing legislation on archiving

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
Types of HR records May include but not limited to:	1.1 Letters 1.2 Files 1.3 Certificates
Forms of HR records May include but not limited to:	1.1 Manuals 1.2 HR forms 1.3 Personal files
Filing systems May include but not limited to:	1.1 Alphabetical 1.2 Numerical 1.3 Decimal 1.4 Geographical
Resources for filing May include but not limited to:	1.1 Box files 1.2 Spring files 1.3 Paper punch 1.4 Flash disks 1.5 Computers
Facilities for storage May include but not limited to:	1.1 Space 1.2 Security
Storage system May include but not limited to:	1.1 Vertical 1.2 Horizontal

Variable	Range
Resources for storage May include but not limited to:	1.1 Cabinets 1.2 Racks 1.3 Shelves

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 and negotiations
- Computer application
- Workplace induction procedures
- Leadership
- Time management
- Conflict management and resolutions
- Decision making
- Interpersonal relations
- Organization
- Record management
- Reading
- Numerical

Required Knowledge
The individual needs to demonstrate knowledge of:

- Human resource policies, guidelines and regulations
- Organization goals, objectives and strategies
- Legislations
- Record management
- Filing systems
- Storage systems

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrated: 1.1 Ability to develop filing systems 1.2 Ability to identify storage systems 1.3 Expertise in undertaking indexing 1.4 Competence in the filing 1.5 Competence in the record retrieval 1.6 Ability to undertake records management
2. Resource implications	The following resources MUST be provided: 2.1 Human resource polices, guidelines and regulations strategic plans 2.2 HR record management manuals 2.3 Organization policies and procedures
3. Method of assessment	Competency may be assessed through: 3.1 Written or oral questions to test knowledge about record management 3.2 Review of portfolios of evidence and third party workplace reports of on-the-job performance by the

	candidate.
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

ENGAGE IN EMPLOYEE RELATIONS

UNIT CODE: BUS/OS/HRM/CR/07/5

Unit Description

This unit specifies the competencies required to engage in industrial relations. It includes
aligning organization operations to legal requirements, implementing HR manuals and guidelines, negotiating terms of service, carrying out career progression in line with career guidelines, coordinating employees' welfare programmes, implementing grievances and disputes resolutions and engaging with workers unions.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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. Align organization operations to legal requirements	1.1 Familiarize with the ***legal requirement*** as per the SOPs 1.2 Legal requirements are communicated as per organization procedures 1.3 Audit plan is prepared in line with the SOPs 1.4 An audit on operations in the organization are carried out in

ELEMENT These describe the key outcomes that 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***
	line with the SOPs 1.5 Audit report prepared, and recommendations are made to the management 1.6 Modifications in the areas identified are made in line with the legal requirements 1.7 Monitor, evaluate and report on compliance to the legal requirements in line with the SOPs 1.8 Reviews done, and adjustments made
2. Implement HR manuals and guidelines	2.1 Familiarize with the HR manual and guidelines on ***labour relations*** which are available 2.2 Initiate development of the HR manuals and guidelines on labour relations 2.3 HR engagements in labour relations are aligned to the set guidelines 2.4 Monitor, evaluate and report on the HR engagements in

ELEMENT These describe the key outcomes that 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***
	labour relations adherence to the set guidelines in line with the SOPs
3. Negotiate terms of service	3.1 Familiarize with the HR manual and guidelines governing terms of service which are available 3.2 Initiate development of the HR manuals and guidelines governing terms of service in line with the SOPs 3.3 Provisions of the career progression guidelines on the position established 3.4 Terms of engagement with potential employee are discussed and agreed upon in line with the set guidelines
4. Carry out career progression in line with career guidelines	4.1 Familiarize with the career progression guidelines 4.2 Contents of career progression guidelines are communicated to employees in line with the SOPs

ELEMENT These describe the key outcomes that 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 Vacancies in the organization ***staff establishment*** are identified. 4.4 ***Criteria for filling*** the identified vacancies as per the career progression guidelines is determined 4.5 Vacancies are advertised as per the SOPs. 4.6 Employees eligible for promotion are identified in line with the career progression guidelines. 4.7 Recruitment and promotion process is carried as per SOPs.
5. Coordinate employees welfare programmes	5.1 Familiarized with the ***employee's welfare programmes*** which are available 5.2 Initiate development of the employee welfare programmes in line with the SOPs 5.3 Contents of employee welfare

ELEMENT These describe the key outcomes that 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***
	programmes are communicated to employees in line with the SOPs 5.4 Employees eligible for welfare programmes are identified in line with the SOPs 5.5 Employee's welfare programmes are run in line with SOPs 5.6 Monitor, evaluate and report on the adherence to the set guidelines of employee welfare programmes in line with the SOPs
6. Implement grievances and disputes resolutions	6.1 Familiarize with the legislations, regulations, agreements and policies on grievances and disputes resolutions 6.2 Familiarize with the organization guidelines and manuals on grievances and disputes resolutions which are available

ELEMENT These describe the key outcomes that 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***
	6.3 Initiate development of the grievances and dispute resolution mechanisms in line with the SOPs 6.4 Contents of grievances and disputes resolutions mechanisms are communicated to employees in line with the SOPs 6.5 Grievances and disputes are received and analysed. 6.6 Recommendations are made to management. 6.7 Decisions by management are implemented. 6.8 Monitor, evaluate and report on the adherence to the existing legislations of the grievances and dispute resolutions mechanisms to the relevant bodies
7. Engage with workers' unions	7.1 Familiarize with the legislations, regulations, and agreements on employee unionization

ELEMENT These describe the key outcomes that 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***
	7.2 Unionizable employees are identified 7.3 Familiarize with the organization guidelines and manuals on employee unionization which are available 7.4 Initiate development of the guidelines and manuals on employee unionization in line with the SOPs 7.5 Contents of guidelines and manuals on employee unionization are communicated to employees in line with the SOPs 7.6 Purposes and objectives of negotiations are identified 7.7 Data for the proposals and offers by the negotiating parties are prepared 7.8 Decisions by management are implemented 7.9 Monitor and report on the adherence to the existing

ELEMENT These describe the key outcomes that 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***
	Agreement

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
legal requirements May include but not limited to:	1.1 Employment Act 1.2 WIBA 1.3 OSHA 1.4 Constitution
Labour relations May include but not limited to:	1.1 Salaries 1.2 Wages 1.3 Allowances 1.4 Leave
Staff Establishment May include but not limited to:	1.1 Record of employees 1.2 Record of positions to be held in the organisation

Variable	Range
Criteria for filling May include but not limited to:	1.1 Years of experience 1.2 Academic qualifications 1.3 Professional qualification 1.4 Internal sources 1.5 External sources
Employees welfare programmes May include but not limited to:	1.1 EAP 1.2 ACU 1.3 Sports 1.4 Games

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 and negotiations
- ☐ Recruitment plans development
- ☐ Workplace induction procedures
- ☐ Interpersonal relations
- ☐ Computer application
- ☐ Report writing
- ☐ Observation
- ☐ Negotiation
- ☐ Analytical

Required Knowledge

The individual needs to demonstrate knowledge of:

- ☐ Legislations, policies and regulations

- Human resource procedures and manuals
- Workplace procedures
- Dispute resolution process
- Communication processes
- Career progression
- Work planning and documentation
- Data collection
- Report writing

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrate: 1.2 Ability to develop audit plans 1.3 Ability to identify employee welfare programs 1.4 Expertise in undertaking career progression analysis 1.5 Competence in the employee unionization 1.6 Ability to identify grievances and disputes resolutions mechanisms
2. Resource implications	The following resources MUST be provided: 2.1 Legislations 2.2 Human resource polices, guidelines and regulations 2.3 HR record management manuals 2.4 Organization policies and procedures

3. Method of assessment	Competency may be assessed through: 3.1 Written or oral questions to test knowledge about employee resourcing 3.2 Review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

OPERATE HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

UNIT CODE: BUS/OS/HRM/CR/08/5

Unit Description

This unit specifies the competencies required to manage Human Resource Information System (HRIS). It includes identifying HR processes, documenting HR processes, identifying HRIS, automating the HR processes, developing a knowledge management system and maintaining the HRIS. .

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that 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. Identify HR processes	1.1 Human resource processes are defined
	1.2 *Types of HR processes* are identified
	1.3 HR processes in the organization are ascertained
	1.4 HR processes are categorized to type in line

ELEMENT These describe the key outcomes that 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***
	with the SOPs.
2. Document HR processes	2.1 Process documentation systems are identified 2.2 Process documentation system is put in place 2.3 ***HR processes*** are recorded 2.4 Process documentation system is run
3. Identify HRIS	3.1 Familiarize with the human resource information systems 3.2 The needs of the organization for HRIS are identified 3.3 The functionality of the HRIS is determined 3.4 Resources for setting up the HRIS system are identified and their availability secured based on the type of processes in line with the SOPs 3.5 Software that meets the needs of the organization

ELEMENT These describe the key outcomes that 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***
	is sourced for and procured.
4. Automate the HR processes	4.1 The data on the documented processes is uploaded into cleaning the HRIS 4.2 HRIS officers are informed 4.3 Employees are trained on the HRIS. 4.4 The system is put in place 4.5 HRIS is monitored and evaluated
5. Maintain the HRIS	5.1 Familiarize with HRIS. 5.2 Update the HR data in the system. 5.3 Data cleaning undertaken periodically in line with 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	
HR processes May include but not limited to:	1.1	Recruitment
	1.2	Placement
	1.3	Salary and wages administration

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
- Data analysis
- Listening
- Problem solving
- Time management
- Decision making
- Emotional intelligence
- Interpersonal relations
- Crisis management
- Analytical skills
- Public relations
- Negotiation

- Computer application
- SOP application
- Operations of the organization
- Emerging issues
- Record management
- Reading

Required Knowledge

The individual needs to demonstrate knowledge of:

- Work place functions and procedures
- Human resource procedures and manuals
- Data base creation and management
- Work planning and documentation
- Problem solving process
- Legislations, policies and regulations
- Communication processes
- Automation
- Maintaining and reviewing of information systems
- Basic computer programing
- Statistics

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrated: 1.1 Ability to identify HR processes 1.2 Ability to document HR processes

	1.3 Expertise in identifying human resources information systems 1.4 Competence in automating HR processes
2. Resource implications	The following resources MUST be provided: 2.1 Human resource polices, guidelines and regulations strategic plans 2.2 Organization policies and procedures
3. Method of assessment	Competency may be assessed through: 3.1 Written or oral questions to test knowledge about management of human resource information systems 3.2 Review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate.
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

UNDERTAKE EMPLOYEE SEPARATION

UNIT CODE: BUS/OS/HRM/CR/09/5

Unit Description
This unit specifies the competencies required to undertake employee separation. It includes identifying separation methods, identifying employees exiting the service, identifying exit documents, issuing and receiving exit documents, processing retirement benefits and claims and conducting exit interviews.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that 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. Identify separation methods	1.1 Exit from the service is defined 1.2 *Types of exit* from the service are identified 1.3 Types of exit from the service are analysed

2. Identify exit documents	2.1 Familiarize with the legislation, regulations and policies governing exit from the service *2.2* Familiarize with *exit process* 2.3 Familiarize with the organization manual and guidelines on exit from the service process which are available 2.4 Initiate development of the organization manuals and guidelines on exit from the service process in line with the SOPs 2.5 Assemble exit documents in line with organization guidelines.
3. Identify employees exiting the service	3.1 Familiarize with the terms of service for each employee 3.2 Determine the employees whose terms of employments are coming to an end including *termination* according to organization records 3.3 Document employees opting to exit from the service in line with the SOPs 3.4 Document employees who have exited due to *natural cause* in line with the SOPs

4. Issue and receive exit documents	4.1 Notify employees identified for exit in line with the SOPs
	4.2 Termination letters are issued to affected employees in line with the SOPs
	4.3 ***Exit from service documents*** to be completed are provided to the notified employees in line with the SOPs.
	4.4 Completed exit forms from service documents are collected from the employees in line with the SOPs
	4.5 Exit from service documents are received from the next of kin of employees who exited due to natural causes
5. Process retirement benefits and claims	5.1 Pension forms are filled by pensions officer
	5.2 The pension documents are submitted to the pension scheme administrators in line with the SOPs
	5.3 Pension benefits and claims are paid.
6. Process severance pay benefits and claims	6.1 Gratuity forms are filled by pensions officer
	6.2 The gratuity documents are submitted to the scheme administrators in line with the SOPs
	6.3 Benefits and claims are paid.

7. Conduct exit interviews .	7.1 Familiarize with exit interview procedures
	7.2 Types of exit interviews are identified
	7.3 Importance of exit interviews are identified
	7.4 Types of exit interviews tools are identified
	7.5 Exit interviews tools to be used are identified
	7.6 Exit interviews tools are administered
	7.7 Data from exit interviews is documented
	7.8 Exit interview reports are prepared

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	
Types of exit May include but not limited to:	1.1	Retirement
	1.2	Expiry of contract
	1.3	Layoff

Exit process May include but not limited to	1.1 1.2 1.3	Application Notification Documentation
Termination May include but not limited to	1.1 1.2	Dismissal Resignation
Natural causes May include but not limited to	1.1 1.2 1.3	Age Death Sickness
Exit from service ***documents*** May include but not limited to	1.1 1.2 1.3	Employment contract Pension scheme forms Contribution Tabulation

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- ☐ Interpersonal relations
- ☐ Negotiation
- ☐ Computer application
- ☐ Report writing
- ☐ Interviewing techniques
- ☐ Communication
- ☐ Data analysis
- ☐ Problem solving
- ☐ Time management
- ☐ Interpersonal relations

- Crisis management
- Negotiation
- Operations of the organization

Required Knowledge

The individual needs to demonstrate knowledge of:

- Legislations
- Terms and conditions of service
- Types of termination of service
- Communication
- SOPs application
- HR manuals and guidelines

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual demonstrated: 1.1 Ability to fill pension forms 1.2 Ability to administer exit interviews according to SOP's and organization procedures 1.3 Ability to keep exit records for auditing purposes 1.4 Ability to process pension documents 1.5 Knowledge/ of legislation and regulations governing separation
1. Resource implications	The following resources MUST be provided: 2.1 Resources and documentation used in the workplace 2.2 Pension documents 2.3 Workplace policies and procedures

		2.4 Organization work plans
3. Method of assessment		Competency may be assessed through: 3.1 Evaluation of the duly filled exit forms 3.2 Review of pension records 3.3 Observation of administration of exit interviews
4	Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5	Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended