REPUBLIC OF KENYA

COMPETENCY BASED CURRICULUM

FOR

HUMAN RESOURCE MANAGEMENT

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 and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the constitution and this resulted to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of 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 this curriculum has been developed.

It is my conviction that this curriculum will play a great role towards development of competent human resource for the all sectors 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.

TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with human resources management Sector Skills Advisory Committee (SSAC), have developed this curriculum. This curriculum is designed and organized with an outline of learning outcomes; suggested delivery methods, training/learning resources and methods of

assessing the trainee's achievement. The curriculum is competency-based and allows multiple entry and exit to the course.

I am grateful to the council members, council secretariat, HRM SSAC, expert workers and all those who participated in the development of this curriculum.

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

ACKNOWLEDGMENT

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

I recognize with appreciation the role of the HRM Sector Skills Advisory Committee (SSAC) in ensuring that competencies required by the industry are addressed in the curriculum. I also thank all stakeholders in the human resource management sector for their valuable input and all those who participated in the process of developing this curriculum.

I am convinced that this curriculum will go a long way in ensuring that workers in Human Resource Management acquire competencies that will enable them to perform their work more efficiently.

Dr. LAWRENCE GUANTAI M'ITONGA, PhD.
COUNCIL SECRETARY/CEO
TVET CDACC

ACRONYMS

BC	Basic Competency
CC	Common Competencies
CR	Core Competency
BUS	Business
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
SSAC	Sector Skills Advisory Committee
TVET	Technical and Vocational Education and Training

KEY TO UNIT CODE

BUS/CU/HRM/BC/01/5/A

Industry or sector

Curriculum

Occupational area

Type of competency

Competency number

Competency level
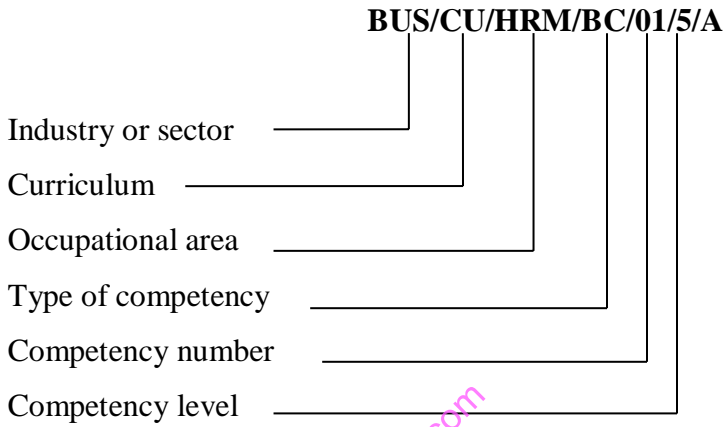
COURSE OVERVIEW

Description of the course

The course is intended for human resource managers, interested persons and others who deal employees in one way or the other.

The course consists of basic and core units of learning as indicated below:

Basic Units of Learning

Unit Code	Unit Title	Duration in Hours	Credit Factor
BUS/CU/HRM/BC/01/5/A	Communication Skills	25	2.5
BUS/CU/HRM/BC/02/5/A	Numeracy Skills	40	4
BUS/CU/HRM/BC/03/5/A	Digital Literacy	45	4.5
BUS/CU/HRM/BC04/5/A	Entrepreneurial Skills	70	7
BUS/CU/HRM/BC/05/5/A	Employability Skills	50	5
BUS/CU/HRM/BC/06/5/A	Environmental Literacy	25	2.5
BUS/CU/HRM/BC/07/5/A	Occupational Safety and Health Practices	25	2.5
Total		**280**	**28**

Common Units of Learning

Unit Code	Unit Title	Duration in Hours	Credit factor
BUS/CU/HRM/CC/01/5/A	Human Resources Management	140	14
BUS/CU/HRM/CC/02/5/A	Managing Organization Behavior	70	7
Total		**210**	**21**

Core Units of Learning

Unit Code	Unit Title	Duration in Hours	Credit factor
BUS/CU/HRM/CR/01/5/A	Employee Resourcing	50	5
BUS/CU/HRM/CR/02/5/A	Learning and Development	50	5
BUS/CU/HRM/CR/03/5/A	Performance Management	50	5
BUS/CU/HRM/CR/04/5/A	Human Resource Budgets	50	5
BUS/CU/HRM/CR/05/5/A	Business Communication	50	5
BUS/CU/HRM/CR/06/5/A	Human Resource Records Management	50	5

BUS/CU/HRM/	Employee	50	5

Unit Code	Unit Title	Duration in Hours	Credit factor
/CR/07/5/A	Relations		
BUS/CU/HRM/ /CR/08/5/A	Manage Human Resource Information System (HRIS)	50	5
BUS/CU/HRM/ /CR/09/5/A	Undertake Employee Separation	50	5
Industrial Attachment		360	48
Total		**810**	**93**
Grand Total		**1,300**	**131**

The total duration of the course for an average trainee is 1,300 hours which is equivalent to 44 weeks at 30 hours of learning per week inclusive of 360 hours of field attachment.

Entry Requirements

An individual entering this course should have any of the following minimum requirements:
   a) Kenya Certificate of Secondary Education (KCSE) mean grade D (Plain)
      Or
   b) Certificate in Human Resource Management Level 4
      Or

a) Equivalent qualifications as determined by Kenya National Qualifications Authority (KNQA)

Field attachment
An individual enrolled in this course will undergo a field attachment for a period of 12 weeks (360 hours) weeks in an organization

Assessment
The course will be assessed at two levels:

   a) **Internal assessment**: conducted continuously by the trainer (internal assessor) who is monitored by an accredited internal verifier

   b) **External assessment:** conducted by an accredited external assessor who is monitored by an accredited external verifier

The assessors and verifiers are accredited by TVET CDACC which also coordinates external assessment.

Certification
An individual will be awarded a Certificate of Competence on demonstration of competence in a unit of competency. To be awarded Certificate in Human Resource Level 5, an individual must demonstrate competence in all the units of competency.

These certificates will be awarded by TVET CDACC in conjunction with the training provider.

BASIC UNITS OF LEARNING

COMMUNICATION SKILLS

UNIT CODE: BUS/CU/HRM//BC/01/5/A

Relationship to Occupational Standards
This unit addresses the unit of competency: Demonstrate
Communication Skills

Duration of Unit: 25 hours

Unit Description
This unit describes 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.

Summary of Learning Outcomes

1. Meet communication needs of clients and
    colleagues Contribute to the development of
    communication strategies
2. Conduct interviews
3. Facilitate group discussions
4. Making presentations

**Learning Outcomes, Content and Suggested
Assessment Methods**

Learning Outcome	Content	Suggested Assessment Methods
1. Meet communication needs of clients	• Communication process • Modes of	• Observation • Oral

Learning Outcome	Content	Suggested Assessment Methods
and colleagues	communication • Medium of communication • Effective communication • Barriers to communication • Flow of communication • Sources of information • Organizational policies • Organization requirements for written and electronic communication methods • Report writing • Effective questioning techniques (clarifying and probing) • Workplace etiquette • Ethical work	

Learning Outcome	Content	Suggested Assessment Methods
	practices in handling communication • Active listening • Feedback • Interpretation • Flexibility in communication	
2.Contribute to the development of communication strategies	• Openness and flexibility in communication • Communication skills relevant to client groups	• Written • Observation
3.Conduct interviews	• Types of interview • Establishing rapport • Facilitating resolution of issues • Developing action plans	• Written • Observation
4.Facilitate group discussions	• Identification of communication needs • Dynamics of groups	• Written • Observation

Learning Outcome	Content	Suggested Assessment Methods
	• Styles of group leadership • Presentation of information • Encouraging group members participation • Evaluating group communication strategies	
5. Making presentations	• Presentation techniques • Development of a presentation • Multi-media utilization in presentation • Communication skills relevant to client groups	• Observation • Written

Suggested Delivery Methods
- Interview
- Role playing
- Observation
- Viewing of related videos

Recommended Resources

- Desktop computers/laptops
- Internet connection
- Projectors
- Telephone

NUMERACY SKILLS

UNIT CODE: BUS/CU/HRM/BC/02/5/A
Relationship to Occupational Standards:
This unit addresses the unit of competency: Demonstrate Numeracy Skills

Duration of Unit: 40 hours

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 and familiar fractions, decimals and percentages for work; estimate, measure, and calculate with routine metric measurements for work; use routine maps and plans for work; interpret, draw and construct 2D and 3D shapes for work; interpret routine tables, graphs and charts for work; collect data and construct routine tables and graphs for work; and use basic functions of calculator

Summary of Learning Outcomes
1. Calculate with whole numbers and familiar fractions, decimals and percentages for work
2. Estimate, measure and calculate with routine metric measurements for work
3. Use routine maps and plans for work
4. Interpret, draw and construct 2D and 3D shapes for work
5. Interpret routine tables, graphs and charts for work

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6. Collect data and construct routine tables and graphs for work
7. Use basic functions of calculator

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Calculate with whole numbers and familiar fractions, decimals and percentages for work	• Interpretation of whole numbers, fractions, decimals, percentages and rates • Calculations involving several steps • Calculation with whole numbers and routine or familiar fractions, decimals and percentages • Conversion between equivalent forms of fractions, decimals and percentages • Application of order of	• Oral • Written • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	operations to solve multi-step calculations • Application of problem solving strategies • Making estimations to check reasonableness of problem solving process, outcome and its appropriateness to the context and task • Use of formal and informal mathematical language and symbolism to communicate the result of a task	
2. Estimate, measure and calculate with routine metric measurements for work	• Selection and interpretation of measurement information in workplace tasks and texts	• Oral • Written • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	• Identification and selection of routine measuring equipment • Estimation and making measurements using correct units • Estimation and calculation using routine measurements • Performing conversions between routinely used metric units • Using problem solving processes to undertake tasks • Recording information using mathematical language and symbols	
3.Use routine maps and plans for work	• Identification of features in routine maps and plans • Symbols and keys used in routine	• Oral • Written • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	maps and plans • Identification and interpretation of orientation of map to North • Demonstrate understanding of direction and location • Apply simple scale to estimate length of objects, or distance to location or object • Give and receive directions using both formal and informal language	
4.Interpret, draw and construct 2D and 3D shapes for work	• Identify two dimensional shapes and routine three dimensional shapes in everyday objects and in different orientations • Explain the use and application of shapes	•

Learning Outcome	Content	Suggested Assessment Methods
	• Use formal and informal mathematical language and symbols to describe and compare the features of two dimensional shapes and routine three dimensional shapes • Identify common angles • Estimate common angles in everyday objects • Use formal and informal mathematical language to describe and compare common angles • Use common geometric instruments to draw two dimensional	

Learning Outcome	Content	Suggested Assessment Methods
	shapes • Construct routine three dimensional objects from nets	
5.Interpret routine tables, graphs and charts for work	• Identify routine tables, graphs and charts in predominately familiar texts and contexts • Identify common types of graphs and their different uses • Identify features of tables, graphs and charts • Locate specific information • Perform calculations to interpret information • Explain how statistics can inform and persuade • Identify misleading	• Oral • Written • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	statistical information • Discuss information relevant to the workplace	
6.Collect data and construct routine tables and graphs for work	• Identify features of common tables and graphs • Identify uses of different tables and graphs • Determine data and variables to be collected • Determine audience • Select a method to collect data • Collect data • Collate information in a table • Determine suitable scale and axes • Draft and draw graph to present information	• Oral • Written • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	• Check that data meets the expected results and context • Report or discuss information using formal and informal mathematical language	
7.Use basic functions of calculator	• Identify and use keys for basic functions on a calculator • Calculate using whole numbers, money and routine decimals and percentages • Calculate with routine fractions and percentages • Apply order of operations to solve multi-step calculations • Interpret display and record result • Make estimations	• Oral • Written • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	to check reasonableness of problem solving process, outcome and its appropriateness to the context and task • Use formal and informal mathematical language and appropriate symbolism and conventions to communicate the result of the task	

DIGITAL LITERACY

UNIT CODE: BUS/CU/HRM

/BC/03/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency: Demonstrate Digital Literacy

Duration of Unit: 45 hours

Unit Description
This unit describes competencies required to use a computer and other digital devices for the purposes of communication, work performance and management at the workplace.

Summary of Learning Outcomes
1. Identify computer software and hardware
2. Apply security measures to data, hardware, software in automated environment
3. Apply computer software in solving tasks
4. Apply internet and email knowledge in communication at workplace
5. Apply desktop publishing in official assignments
6. Prepare presentation packages

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1.Identify computer hardware and software	• Concepts of ICT • Functions of ICT • History of computers • Components of a computer • Classification of computers	• Written tests • Oral presentation • Observation
2.Apply security measures to data, hardware and software	• Data security and control • Security threats and control measures • Types of computer crimes • Detection and protection against computer crimes • Laws governing protection of ICT	• Written tests • Oral presentation • Observation • Project
3.Apply computer software in solving tasks	• Operating system • Word processing • Spread sheets • Data base design and manipulation • Data manipulation, storage and	• Oral questioning • Observation • Project

Learning Outcome	Content	Suggested Assessment Methods
	retrieval	
4. Apply internet and email knowledge in communication at workplace	• Computer networks • Network configurations • Uses of internet • Electronic mail (e-mail) concept	• Oral questioning • Observation • Oral presentation • Written report
5. Apply desktop publishing in official assignments	• Concept of desktop publishing • Opening publication window • Identifying different tools and tool bars • Determining page layout • Opening, saving and closing files • Drawing various shapes using Desk Top Publishing(DTP) • Using colour pellets to enhance	• Oral questioning • Observation • Oral presentation • Written report • Project

Learning Outcome	Content	Suggested Assessment Methods
	a document • Inserting text frames • Importing and exporting text • Object linking and embedding • Designing of various publications • Printing of various publications	
6. Prepare presentation packages	• Types of presentation packages • Procedure of creating slides • Formatting slides • Presentation of slides • Procedure for editing objects	• Oral questioning • Observation • Oral presentation • Written report • Project

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos

- Project
- Group discussions

Recommended Resources
- Desk top computers
- Laptop computers
- Other digital devices
- Printers
- Storage devices
- Internet access
- Computer software

ENTREPRENEURIAL SKILLS

UNIT CODE: BUS/CU/HRM /BC/04/5/A

Relationship to occupational standards

This unit addresses the unit of competency: Demonstrate Entrepreneurial Skills

Duration of unit: 70 hours

Unit description

This unit describes the competencies critical to demonstration of entrepreneurial capabilities. It involves, enhancing the entrepreneur's business skills, fostering a culture of continuous improvement at individual and organization level, implementing appropriate internal controls for profitability, improving employed capital base and undertaking regional/county business expansion.

Summary of Learning Outcomes
1. Develop business innovative strategies
2. Develop new products /markets
3. Expand markets and customers
4. Motivate staff/workers
5. Expand employed capital
6. Undertake regional/county business expansion

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. develop business innovative strategies	• Business innovation strategies • Business growth • Monitoring and anticipating market trends • New technologies in entrepreneurship • Products and processes in entrepreneurship • Linkages with other entrepreneurs • Business conventions ad exhibitions • Personal improvement and growth	• Observation • Case studies • Individual/group assignments • Projects • Written • Oral
2. Develop new products /markets	• Feasibility study for new markets/products • Identifying sources and sellers of supplies	

Learning Outcome	Content	Suggested Assessment Methods
	• Markets surveys	
3. Expand markets and customers base	• Maintaining appropriate cash flow in the organization • Internal controls • Business break-even point • Business profitability determinants • Prudent purchases in an enterprise • Reducing business expenses • Good staff/workers and customer relations • Identifying and maintain new customers and markets • Product/ service promotions • Products /	• Oral • Observation • Case studies • Individual/group assignments • projects • Written

Learning Outcome	Content	Suggested Assessment Methods
	services diversification • Strength, Weakness Opportunities and Threats (SWOT) / Political Economical Social Technological Environmental and Legal(PESTEL) analysis • Conducting a business survey • Market expansion • Small business records management • Book keeping and auditing for small businesses • Business support services • Small business resources	

Learning Outcome	Content	Suggested Assessment Methods
	mobilization and utilization • Basic business social responsibility • Management of small business • Word processing concepts in small business management • Computer application software • Monitoring and controlling business operations	
4. Motivate staff/ workers	• Flow of communication • Team building and team work • Staff development and enhancement • Culture of continuous improvement	• Observation • Case studies • Individual/group assignments • projects • Written • Oral

Learning Outcome	Content	Suggested Assessment Methods
	• Problem solving skills	
5. Expand employed capital	• Employed capital in small businesses • Share holdings • Business expansion and diversificationRe sources for growing small business • Small business strategic plan • Cooperate social responsibility • Computer software in business development • Information Communication Technology (ICT) and business growth	• Observation • Case studies • Individual/group assignments • projects • Written
6. Undertake county /regional business	• Region identification process	• Oral • Observation • Case studies

Learning Outcome	Content	Suggested Assessment Methods
expansion	• Regional laws and regulation • Business regional expansion requirements	• Individual/group assignments • projects • Written

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstration by trainer
- Practice by trainee
- Role play
- Case study

Recommended Resources
- Case studies for small businesses
- Business plan templates
- Lap top/ desk top computer
- Internet
- Telephone
- Writing materials

EMPLOYABILITY SKILLS

UNIT CODE: BUS/CU/HRM /BC/05/5/A

Relationship to Occupational Standards

This unit addresses the Unit of Competency: Demonstrate employability skills

Duration of Unit: 50 hours

Unit Description

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

Summary of Learning Outcomes

1. Conduct self-management
2. Demonstrate interpersonal communication
3. Demonstrate critical safe work habits
4. Lead small teams
5. Plan and organize work
6. Maintain professional growth and development
7. Demonstrate workplace learning
8. Demonstrate problem solving skills
9. Demonstrate workplace ethics

Learning Outcomes, Content and Suggested Assessment

Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Conduct self-management	- Self-awareness - Formulating personal vision, mission and goals - Strategies for overcoming life challenges - Emotional intelligence - Assertiveness versus aggressiveness - Expressing personal thoughts, feelings and beliefs - Developing and maintaining high self-esteem - Developing and maintaining positive self-image - Articulating ideas and aspirations - Accountability and responsibility - Good work habits	- Observation - Written - Oral interview - Third party report

	• Self-awareness • Self-development • Financial literacy • Healthy lifestyle practices	
2. Demonstrate interpersonal communication	• Meaning of interpersonal communication • Listening skills • Types of audience • Writing skills • Reading skills • Meaning of empathy • Understanding customers' needs • Establishing communication networks • Sharing information	• Observation • Written • Oral interview • Third party report
3. Demonstrate critical safe work habits	• Stress and stress management • Punctuality and time consciousness • Leisure • Integrating personal objectives into organizational objectives	• Observation • Written • Oral interview • Third party report

	• Resources utilization • Setting work priorities • HIV and AIDS • Drug and substance abuse • Handling emerging issues	
4. Lead a small team	• Leadership qualities • Team building • Determination of team roles and objectives • Team performance indicators • Responsibilities in a team • Forms of communication • Complementing team activities • Gender and gender mainstreaming • Human rights • Maintaining relationships • Conflicts and conflict resolution	• Observation • Oral interview • Written • Third party report
5. Plan and organize	• Functions of management	• Observation

work	✓ Planning ✓ Organizing • Time management • Decision making process • Task allocation • Evaluating work activities • Resource utilization • Problem solving • Collecting and organising information	• Oral interview • Written • Third party report
6. Maintain professional growth and development	• Opportunities for professional growth • Assessing training needs • Licenses and certifications for professional growth and development • Pursuing personal and organizational goals • Identifying work priorities • Recognizing career advancement	• Observatio n • Oral interview • Written • Third party report
7. Demonstrate workplace learning	• Managing own learning • Contributing to the	• Observatio n

	learning community at the workplace	• Oral interview
	• Cultural aspects of work	• Written
	• Variety of learning context	• Third party report
	• Application of learning	
	• Safe use of technology	
	• Identifying opportunities	
	• Generating new ideas	
	• Workplace innovation	
	• Performance improvement	
	• Handling emerging issues	
	• Future trends and concerns in learning	
8. Demonstrate problem solving skills	• Problem identification • Problem solving • Application of problem-solving strategies • Resolving customer concerns	• Observation • Oral interview • Written • Third party report
9. Demonstrate workplace	• Meaning of ethics • Ethical perspectives	• Observation

ethics	• Principles of ethics • Values and beliefs • Ethical standards • Organization code of ethics • Common ethical dilemmas • Organization culture • Corruption, bribery and conflict of interest • Privacy and data protection • Diversity, harassment and mutual respect • Financial responsibility/accountability • Etiquette • Personal and professional integrity • Commitment to jurisdictional laws • Emerging issues in ethics	• Oral interview • Written • Third party report

Suggested Methods of Delivery

- Instructor lead facilitation of theory
- Demonstrations

- Simulation/Role play
- Group Discussion
- Presentations
- Projects
- Case studies
- Assignments

Recommended Resources
- Computers
- Stationery
- Charts
- Video clips
- Audio tapes
- Radio sets
- TV sets
- LCD projectors

ENVIRONMENTAL LITERACY

UNIT CODE: BUS/CU/HRM/BC/06/5/A

Relationship to Occupational Standards
This unit addresses the unit of competency: Demonstrate Environmental Literacy

Duration of Unit: 25 hours

Unit Description
This unit describes the competencies required to control environmental hazard, control environmental pollution, comply with workplace sustainable resource use, evaluate current practices in relation to resource usage, identify environmental legislations/conventions for environmental concerns, implement specific environmental programs and monitor activities on environmental protection/programs.

Summary of Learning Outcomes
1. Control environmental hazard
2. Control environmental pollution
3. Demonstrate sustainable resource use
4. Evaluate current practices in relation to resource usage
5. Identify environmental legislations/conventions for environmental concerns
6. Implement specific environmental programs
7. Monitor activities on environmental protection/programs

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Control environmental hazard	• Purposes and content of Environmental Management and Coordination Act 1999 • Purposes and content of Solid Waste Act • Storage methods for environmentally hazardous materials • Disposal methods of hazardous wastes • Types and uses of Personal Protective Equipment (PPE) in line with environmental regulations • Occupational Safety and Health Standards	• Written questions • Oral questions • Observation of work procedures

Learning Outcome	Content	Suggested Assessment Methods
	(OSHS)	
2. Control environmental pollution control	• Types of pollution • Environmental pollution control measures • Types of solid wastes • Procedures for solid waste management • Different types of noise pollution • Methods for minimizing noise pollution	• Written questions • Oral questions • Observation of work procedures • Role play
3. Demonstrate sustainable resource use	• Types of resources • Techniques in measuring current usage of resources • Calculating current usage of resources • Methods for minimizing	• Written questions • Oral questions • Observation of work procedures • Role play

Learning Outcome	Content	Suggested Assessment Methods
	wastage • Waste management procedures • Principles of 3Rs (Reduce, Reuse, Recycle) • Methods for economizing or reducing resource consumption	
4. Evaluate current practices in relation to resource usage	• 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 of current work	• Written questions • Oral questions • Observation of work procedures • Role play

Learning Outcome	Content	Suggested Assessment Methods
	processes to access information and data • Identification of areas for improvement	
5. Identify environmental legislations/conventions for environmental concerns	• Environmental issues/concerns • Environmental legislations /conventions and local ordinances • Industrial standard /environmental practices • International Environmental Protocols (Montreal, Kyoto) • Features of an environmental strategy	• Written questions • Oral questions • Observation of work procedures
6. Implement specific environmental programs	• Community needs and expectations • Resource	• Written questions • Oral questions

Learning Outcome	Content	Suggested Assessment Methods
	availability • 5 s of good housekeeping • Identification of programs/ Activities • Setting of individual roles /responsibilities • Resolving problems /constraints encountered • Consultation with stakeholders	• Observation of work procedures • Role play
7. Monitor activities on environmental protection/ programs	• Periodic monitoring and Evaluation of activities • Gathering feedback from stakeholders • Analysing data gathered • Documentation of recommendations and submission • Setting of	• Oral questions • Written tests • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	management support systems to sustain and enhance the program • Monitoring and reporting of environmental incidents to concerned /proper authorities	

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos

Recommended Resources
- Standard operating and/or other workplace procedures manuals
- Specific job procedures manuals
- Environmental Management and Coordination Act 1999
- Machine/equipment manufacturer's specifications and instructions
- PPE
- ISO standards

- Company Environmental Management Systems (EMS)
- Montreal Protocol
- Kyoto Protocol

BUSINESS COMMUNICATION

UNIT CODE: BUS/CU/HRM/CR/05/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency:

Undertaking Business Communication

Duration of Unit: 70 Hours

Unit Description
This unit covers the competencies required in undertaking business communication. It involves handling correspondences, maintaining records, aligning response time to service charter, safeguarding confidentiality of information, implementing organization policies and managing communication on social media platforms.

Summary of Learning Outcomes
1. Identify forms of business communication
2. Identify the HR communication process
3. Align response time to service charter
4. Implement organization policies on communication
5. Safeguard confidentiality in HR communication
6. Manage communication on social media platforms

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1.Identify Forms of Business Communication	• Introduction to business communication • Importance of business communication • Discussion of forms of Business communication • Identification of means of communication.	• Oral questioning • Observation • Written report
2. Identify the HR Communication Process	• Introduction of communication cycle • Types of communication • Barriers of communication	• Oral questioning • Observation • Written report
3. Align Response Time to Service Charter	• Introduction to service charter • Importance of service charter	• Oral questioning • Observation • Written report

Learning Outcome	Content	Suggested Assessment Methods
4. Implement Organization Policies on Communication	• Introduction to organization policies on communication • Channels of communication • Roles of HR in communication	• Oral questioning • Observation • Written report
5. Safeguard Confidentiality in HR Communication	• Introduction to confidentiality • Importance of confidentiality • Classification of information • Methods of securing information • Challenges of safeguarding confidentiality in human resource communication • Advantages and disadvantages of safeguarding confidentiality	• Oral questioning • Observation • Written report

Learning Outcome	Content	Suggested Assessment Methods
6. Manage Communication on Social Media Platforms	• Introduction to organization HR social media requirements • Identification of social media platforms • Content for use on social media platforms • Ethics for social media practices	• Oral questioning • Observation • Written report • Project

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources
- Office stationeries
- Computers and computer software
- Printers
- Projectors

HUMAN RESOURCE RECORDS MANAGEMENT

UNIT CODE: BUS/CU/HRM/CR/06/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency: Manage Human Resource Records

Duration of Unit: Hours

Unit Description
This unit specifies the competencies required to manage HR records. It includes identifying HR records, classifying human resource records, identifying Filing Systems for HR records, maintaining HR records, storing HR records, retrieving HR records and appraising HR records.

Summary of Learning Outcomes
1. Identify HR records
2. Classify HR records
3. Identify filing systems for HR records
4. Maintain HR records
5. Store HR records
6. Retrieve HR records
7. Appraise HR records

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Identify HR Records	• Introduction to human resource records • Importance of human resource records • Types of human resource records	• Oral questioning • Observation • Written report • Project
2. Classify HR Records	• Classification of HR records • Importance/uses of HR records • Methods of classifying HR records	• Oral questioning • Observation • Written report • Project
3. Identify Filing Systems for HR Records	• Introduction to filing systems • Importance/uses of filing system • Types of filing system • Resources for setting up the filing system • Advantages and disadvantages of each filling system	• Oral questioning • Observation • Written report • Project
4. Maintain HR Records	• Indexing records • Updating records	• Oral questioning • Observation • Written report

Learning Outcome	Content	Suggested Assessment Methods
		• Project
5. Store HR Records	• Storage facilities and resources • Storage systems • Records security	• Oral questioning • Observation • Written report • Project
6. Retrieve HR Records	• Introduction to records retrieval • Methods of retrieval • Advantages and disadvantages of each method • File movement	• Oral questioning • Observation • Written report • Project
7. Appraise HR Records	• Evaluation of human resource records • Disposal and retention of records	• Oral questioning • Observation • Written report • Project

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources

- Office stationeries
- Computers and computer software
- Printers
- Projectors

EMPLOYEE RELATIONS

UNIT CODE: BUS/CU/HRM/CR/07/5/A
Relationship to Occupational Standards
This unit addresses the Unit of Competency: Engage in Employee Relations

Duration of Unit: 52 Hours

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.

Summary of Learning Outcomes
1. Align organization operations to legal requirements
2. Implement HR manuals and guidelines
3. Negotiate terms of service
4. Coordinate employee's welfare programmes
5. Implement grievances and disputes resolutions
6. Engage with workers' unions

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1.Align organization's operations to legal requirements	• Introduction to legal requirements. • Introduction to audit plan • Discussion on audit modification • Preparation of audit reports • Evaluation of audit reports	• Written tests • Oral presentation • Observation • Projects
2.Implement Human Resource manuals guidelines	• Introduction to HR manuals and labour relations available • Initiation of development of HR manuals and guidelines • Discussion of HR labour relations • Monitory and reporting of HR labour relations	• Written tests • Oral presentation • Observation • Projects
3.Negotiate terms of service	• Introduction to terms of service • Provisions of career recruitment and progression • Discussion on terms	• Written tests • Oral presentation • Observation

Learning Outcome	Content	Suggested Assessment Methods
	of employment	
4.Coordinate employee's welfare programmes	• Introduction to employees' welfare • Importance/objectives of employee welfare • Types of employees' welfare programmes • Features/characteristic of employee welfare programmes • Advantages and disadvantages of employee relations	• Written tests • Oral presentation • Observation • Case studies
5.Implement grievances and disputes resolutions	• Introduction to employee grievances and disputes • Sources of industrial disputes • Grievance and dispute handling procedures • Dispute resolution methods • Alternative methods of grievance and disputes resolutions • Economic impact of industrial disputes • The role of the	• Written tests • Oral presentation • Observation • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	Industrial Court • The role of Civil Courts in settling industrial disputes	
6. Engage with workers' unions	• Introduction to trade unions and trade unionism • importance of trade unions • To employees • To employer • Unionizable employees • The structure of trade union movement in Kenya • Participation and joint consultation • Impact of trade unions in economic, social and political life in Kenya • The emerging trends in the field of Industrial Relations • Challenges facing trade union movement in Kenya	• Oral questioning • Observation • Written report • Project • Case studies

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources
- Office stationeries
- Computers and computer software
- Printers
- Projectors

OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE: BUS/CU/HRM/BC/07/5/A

Relationship to Occupational Standards
This unit addresses the unit of competency: Demonstrate Occupational Safety and Health Practices

Duration of Unit: 25 hours

Unit Description
This unit describes the competencies required to comply with regulatory and organizational requirements for occupational safety and health.

Summary of Learning Outcomes
1. Identify workplace hazards and risk
2. Identify and implement appropriate control measures to hazards and risks
3. Implement Occupational Safety and Health (OSH) programs, procedures and policies/guidelines

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1.Identify workplace hazards and risks	• Identification of hazards in the workplace and/or the indicators of	• Oral questions • Written tests • Observation of trainees identify

Learning Outcome	Content	Suggested Assessment Methods
	their presence • Evaluation and/or work environment measurements of OSH hazards/risk existing in the workplace is conducted by • Authorized personnel or agency • Gathering of OSH issues and/or concerns raised	hazards and risks
2.Identify and implement appropriate control measure to hazards and risks	• Prevention and control measures, including use of PPE for specific hazards are identified and implemented • Appropriate risk controls based on result of OSH hazard evaluation is recommended • Contingency measures,	• Oral questions • Written tests • Practical test • Observation of implementation of control measures

Learning Outcome	Content	Suggested Assessment Methods
	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	• Providing information to work team about company OSH program, procedures and policies/ guidelines • Participating in implementation of OSH procedures and policies/ guidelines • Training of team members and advice on OSH standards and procedures	• Oral questions • Written tests • Practical test • Observation

Learning Outcome	Content	Suggested Assessment Methods
	• Implementation of procedures for maintaining OSH-related records	

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos

Recommended Resources
- Standard operating and/or other workplace procedures manuals
- Specific job procedures manuals
- Machine/equipment manufacturer's specifications and instructions
- PPE e.g.
  - Mask
  - Face mask/shield
  - Safety boots
  - Safety harness
  - Arm/Hand guard, gloves
  - Eye protection (goggles, shield)
  - Hearing protection (ear muffs, ear plugs)
  - Hair net/cap/bonnet
  - Hard hat
  - Face protection (mask, shield)
  - Apron/gown/coverall/jump suit

- o Anti-static suits
- o High-visibility reflective vest

COMMON UNITS OF LEARNING

ORGANIZATION BEHAVIOUR

UNIT CODE: BUS/CU/HRM/CC/01/5/A

Relationship to Occupational Standards
This unit addresses the unit of competency**: Manage Organization Behavior**

Duration of Unit: 140 Hours

Unit Description
This unit will cover the competencies required to manage organization behavior. It involves identifying different motivational theories and evaluate motivational strategies, analyzing individual and group behavior, evaluating various, leadership styles, managing conflict and negotiations at work place, managing organization change and culture, managing groups and teams at the workplace, managing perceptions, personalities and emotions in the work place and managing values and attitudes in the work place

Summary of Learning Outcomes
1. Identifying different motivational theories and evaluate motivational strategies
2. Analyzing individual and group behavior
3. Evaluating various leadership styles
4. Managing conflict and negotiations at work place
5. Managing organization change and culture
6. Managing groups and teams at the workplace
7. Managing perceptions, personalities and emotions in the work place

8. Managing values and attitudes in the work place

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Analyzing individual and group behavior	• Introduction to organization behavior • Importance of organization behavior • Theories of organization behavior	• Written tests • Observation • Oral questions • Case studies
2. Evaluate different motivational theories and motivational strategies	• Introduction to motivation • Motivation theories • Maslow's hierarchy of need • Mc Gregor's Theory X and Y • BF Skinners reinforcement theory • Herzberg two factor theory • Expectancy theory • Vrooms expectancy • Types of	• Written tests • Observation • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	motivation • Process of motivation • Advantages and disadvantages of motivation	
3. Evaluate various leadership styles	• Introduction to leadership • Leadership styles • Theories of leadership • Difference between authority and power • Importance of authority and power • Characteristics of good leaders • Leadership Skills • Principles and importance of delegation in management • Leadership issues in contemporary organizations	• Observation • Written tests • Oral questions • Case studies
4. Manage	• Introduction to	• Observation

Learning Outcome	Content	Suggested Assessment Methods
conflict and negotiations at work place	conflict and negotiations • Causes of conflicts • Conflict management • Advantages and disadvantages of Benefits of conflict management	• Written tests • Oral questions • Case studies
5. Manage organization change and culture	• Introduction to organization culture and change • Characteristics of organization culture • Importance of culture • Types of organization culture • Determinants of organizational culture • Creating and sustaining organization culture • Liabilities of	• Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	organization culture • Approaches to managing change • Resistance to change • Definition of organizational climate • Characteristics of a healthy organizational climate	
6. Manage groups and teams at the workplace	• Introduction to groups and teams • Formal and non-formal groups • Group dynamics • Stages of group and team forming • Importance of teamwork in management • Creating effective and cohesive teams • Managing groups and teams • Problem solving in	• Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	teams • Features of High performing teams • Barriers to effective groups and teams • Managing diversity • Advantages and disadvantages of groups and teams	
7. Managing perceptions, personalities and emotions in the work place	• Definitions of terms • Types of personalities • Effect of perceptions, personalities and emotions to performance • Factors affecting perceptions, personalities and emotions • Importance of perceptions, personalities and emotions • Management of	• Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	perceptions, personalities and emotions	
8. Managing values and attitudes in the work place	• Introduction to values and attitudes • Benefits of values and attitudes • Effects of values and attitudes in the work place • Advantages and disadvantages of Managing values and attitudes • Contemporary/emerging issues in the work place	• Observation • Written tests • Oral questions • Case studies
9. Managing work place stress	• Introduction to stress • Causes of stress • Types of stress • Negative and positive impact of stress • How to manage stress in the work place	• Observation • Written tests • Oral questions • Case studies

Suggested methods of delivery
- Demonstration by trainer
- Practice by the trainee
- Discussions
- Direct instruction
- Case studies

Recommended Resources
- Resources and documentation used in the workplace
- Workplace policies and procedures
- Organization work plans
- Organization structures

HUMAN RESOURCES MANAGEMENT

UNIT CODE: BUS/CU/HRM/CC/02/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency: Demonstrate Human Resources Management

Duration of Unit: 70 Hours

Unit Description
This unit will cover the competencies required to demonstrate human resources management. It involves identifying the purpose of human resources management, identifying the evolution of human resources management, analyzing human resources support services and addressing emerging issues in human resources.

Summary of Learning Outcomes
2. Identifying the purpose of human resources management
3. Identifying the evolution of human resources management
4. Analyzing human resources support services
5. Addressing emerging issues in human resources

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Identifying the purpose of human resources management	• Introduction to human resources management • Importance of human resources management • Human resources management contribution to organization performance • Main activities, responsibilities and tasks of human resources management • Functions of human resources management • Theories of human resources management • Principles of human resources management • Personal qualities needed for human resources management work	• Written tests • Observation • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
2. Identifying the evolution of human resources management	• Stages of development since industrial evolution • Multi-disciplinary nature of human resources management • Emerging issues in human resource	• Observation • Written tests • Oral questions • Case studies
3. Analyzing Human resources support services	• Introduction to human resource support services • The organization structure of human resource department • Importance of human resource department. • Evaluating performance of the human resources management function	• Observation • Written tests • Oral questions • Case studies
4. Addressing emerging issues in human resources	• Introduction to emerging issues in human resource management. • The effects of emerging issues in	• Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	human resources management • Human resources management • Contribution to organization performance • Analyzing and evaluating significant contemporary issues in HRM • The factors affecting the future of human resources management • Globalization • Technology • Professionalism • Organizational learning • Organizational re-engineering • Knowledge management • Gender mainstreaming in management • Disability	

Learning Outcome	Content	Suggested Assessment Methods
	mainstreaming • Digital economy • Excellence models in management • Corporate social responsibility • Advantages and disadvantages addressing emerging issues in human resources	

Suggested methods of delivery
- Direct instruction
- Demonstration by trainer
- Practice by the trainee
- Discussions
- Lectures
- Group\class presentations
- Assignments
- Case studies

Recommended Resources
- Resources and documentation used in the workplace
- Workplace policies and procedures
- Organization work plans
- Organization structures

CORE UNITS OF LEARNING

EMPLOYEE RESOURCING

UNIT CODE: BUS/CU/HRM/CR/01/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency: Undertake Employee Resourcing

Duration of Unit: 50 Hours

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.

Summary of Learning Outcomes
1. Undertake job analysis
2. Identify vacancies in the organization
3. Develop vacancy advertisements
4. Identify recruitment sources
5. Conduct employee recruitment
6. Undertake employee induction

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Undertake job analysis	• Introduction to job analysis • Uses of job analysis • Techniques/methods of job analysis • Definition of Job description and Job specification • Benefits of job analysis • Challenges of job analysis	• Written tests • Oral presentation • Observation • Project
2. Identify vacancies in the organization	• Vacancy identification process	• Written tests • Oral presentation • Observation • Project
3. Develop vacancy advertisements	• Preparation of job advertisements • Methods of job advertisements	• Oral question • Observation • Project
4. Identify recruitment sources	• Definition of recruitment • Recruitment sources • Advantages and disadvantages of sources recruitment	• Oral question • Written questions • Project
5. Conduct	• Introduction to	• Oral question

Learning Outcome	Content	Suggested Assessment Methods
employees recruitment	recruitment • Importance of recruitment • Recruitment cycle	• Observation • Written report • Project • Case studies
6. Undertake employees induction	• Introduction to employee induction • Importance/use of employee induction • Induction process	• Oral question • Observation • Written questions • Project

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainees
- Viewing of related videos
- Project
- Group discussions
- Case studies

Recommended Resources
- Office stationeries
- Computers and computer software
- Printers
- Projectors

LEARNING AND DEVELOPMENT

UNIT CODE: BUS/CU/HRM/CR/02/5/A
Relationship to Occupational Standards
This unit addresses the Unit of Competency**:** Conducting Learning and Development

Duration of Unit: 50 Hours

Unit Description
This unit covers the competencies to coordinate learning and development in an organization. It involves identifying, planning, coordinating and evaluating learning and development.
Summary of Learning Outcomes
1. Carrying out training needs assessment
2. Preparation of capacity building programmes and calendar
3. Conducting capacity building
4. Coordinating coaching and mentoring programmes
5. Updating of knowledge Management system
6. Conducting training impact assessment
7. Reviewing training and development programmes

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Identify the Importance of Learning and Development	• Introduction to learning and development • Importance/aims of learning and development in an organization • Adult learning methodology • Characteristics of learning organization	• Written tests • Observation • Oral questions
2. Carrying out Training Needs Assessment (TNA)	• Introduction to Training Needs Assessment (TNA) • Purpose of TNA • Benefits of TNA • Methods of TNA • Elements of a TNA • Process of a TNA • TNA report • Uses of a TNA report • Other source s of training needs • Advantages and disadvantages of	• Written tests • Observation • Oral questions

Learning Outcome	Content	Suggested Assessment Methods
	TNA	

3. Preparation of Capacity Building Programmes and Calendar	• Introduction to capacity building programmes and calendars
	• Elements of a training calendar
	• Preparation of a training calendar
	• Implementation of a training calendar
	  o Content development
	  o Resource persons
	  o Training venues
	  o Logistics (where necessary)
	  o Training materials
	  o Evaluation of training programmes
		• Written tests
		• Observation
		• Oral questions

Learning Outcome	Content	Suggested Assessment Methods

4. Conducting Capacity Building	• Methods of learning
	  ○ In-house
	  ○ On-job
	  ○ Off-job
	  ○ Coaching and mentoring
	  ○ Digital learning
	  ○ Advantages and disadvantages of each method
		• Written tests
		• Observation
		• Oral questions
		• Case studies

5. Coordinating Coaching and Mentoring Programmes	• Coaching and mentoring goals, objectives • Selection and identification of employee/individual for coaching and mentoring • Identification of the coaches and mentors • Coaching and mentoring process • Monitoring,	• Observation • Written tests • Oral questions • Third party report • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	evaluation and reporting on coaching and mentoring • Management development • Advantages and disadvantages of coaching and mentoring	
6. Updating of The Knowledge Management System	• Introduction to knowledge management • Importance of knowledge management in an organization • Identification of knowledge to be managed • Methods of knowledge management • Advantages and challenges of knowledge management	• Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
7. Reviewing, Training and Development Programmes	• Recommendations in the training reports • Reviewing training programmes	• Observation • Written tests • Oral questions • Case studies
8. Manage Professional Growth and Career Development in The Workplace	• Introduction to career development • Ways of career development • Benefits of career development • Advantages and limitations of professional growth and career development in the workplace	• Observation • Written tests • Oral questions • Case studies

Suggested Methods of Delivery
- Project
- Demonstrations by trainer
- Practice by the trainee
- Discussions
- Direct instruction
- Simulation
- On job training

Recommended Resources

- Organization policies and procedures
- Human resource policies
- Guidelines and regulations
- Resources and documentation used in the workplace

PERFORMANCE MANAGEMENT

UNIT CODE: BUS/CU/HRM/CR/03/5/A
Relationship to Occupational Standards
This unit addresses the Unit of Competency: Participating in Performance Management

Duration of Unit: 50 hours

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 participate in monitoring changing trends in the market place.

Summary of Learning Outcomes
1. Identify organizational performance objectives
2. Develop departmental work plan
3. Negotiate performance targets
4. Participate in reviewing performance
5. Carry out Training Needs Assessment
6. Implement productivity improvement methods

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods

1. Identify Organizational Performance Objectives	• Introduction to performance management system
	• Importance of performance management
	• Key terms in performance management
	• Performance targets negotiations
	• Methods of performance management
	   o Performance contracting
	   o Balanced score card
	   o Kaizen
	• Other methods
		• Oral questioning
		• Observation
		• Written report
		• Project

2. Develop Departmental Work Plan	• Introduction to work plans • Elements of a work plan • Aligning individual and departmental work plans to	• Oral questioning • Observation • Written report • Project

Learning Outcome	Content	Suggested Assessment Methods
	corporate/organizati on work plan	• Case studies
3. Negotiate Performance target	• Introduction of negotiation performance targets • Discussion of preparation of performance work plans	• Oral questioning • Written reports
4. Review Performance	• Introduction to performance appraisal • Performance appraisal tools • Methods of performance appraisal • Evaluation of performance appraisal • Summative evaluation (end of year) • Periodical • End of project • Advantages and disadvantages of Staff Performance	• Oral questioning • Observation • Written report • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	Appraisal System (SPAS)	
5. Carry out Training Needs Assessment	• Introduction to organization's objectives • Importance of functional units • Discussion of appraisal reports • Evaluation of gaps in performance appraisal • Discussion of the training needs	• Oral questioning • Observation • Written report • Case studies
6. Implement Productivity Improvement Methods	• Introduction to performance improvement methods • Importance of performance improvement methods • Role of human resource in performance improvement programmes • Performance	• Oral questioning • Observation • Written report • Case studies

Learning Outcome	Content	Suggested Assessment Methods

	improvement methods
	    o Training and retraining
	    o Resource allocation
	    o Job rotation
	    o Alignment of skills
	    o Job enlargement
	    o Adoption of performance improvement methods
	    o Separation
	    o Other employee motivation methods
	 • Evaluation of performance improvement methods	

Suggested Delivery Methods

- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources
- Office stationeries
- Computers
- Computer software
- Printers
- Projectors

HUMAN RESOURCE BUDGETS

UNIT CODE: BUS/CU/HRMCR/04/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency: Prepare
Human Resource Budgets

Duration of Unit: 50 Hours

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.

Summary of Learning Outcomes
1. Budget for the human resource activities
2. Manage payroll
3. Administer statutory deductions
4. Implement third party transactions in the payroll
5. Process insurance claims

**Learning Outcomes, Content and Suggested
    Assessment Methods**

Learning Outcome	Content	Suggested Assessment Methods

1. Budget for The Human Resource Activities	• Definition of a budget • Importance /uses of human resource	• Written tests • Oral questions • Observation

Learning Outcome	Content	Suggested Assessment Methods
	budget • Human resource budget activities • Drawing a budget	
2. Manage Payroll	• Introduction to pay roll management • Payroll requirements/data • Payroll administration • Payroll audit	• Written tests • Oral questions • Observation
3. Administer Statutory and Third-party Deductions	• Definition of statutory and third-party deductions • Types of statutory deductions • Calculations of statutory deduction • Remittance of statutory deductions and third-party deductions	• Written tests • Oral questions • Observation
4. Implement Third Party Transactions in The Payroll	• Introduction of third party deductions • Calculation of third party deductions. • Implementation of third party	• Written tests • Oral questions • Observation

Learning Outcome	Content	Suggested Assessment Methods
	deductions. • Remittance of third party deductions.	
5. Process Insurance Claims	• Introduction of insurance • Process of insurance claims identified as per SOPs	• Written tests • Oral questions • Observation

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources
- Office stationeries
- Computers
- Computer software
- Printers
- Projectors

HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

UNIT CODE: BUS/CU/HRM/CR/08/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency: Operate Human Resource Information Systems (HRIS)

Duration of Unit: 50 Hours

Unit Description
This unit specifies the competencies required to manage HRIS. It includes identifying HR processes, documenting HR processes, identifying HRIS, automating the HR processes, developing a knowledge management system and maintaining the HRIS.

Summary of Learning Outcomes
1. Identify HR processes
2. Document HR processes
3. Identify the HRIS
4. Automate the HR processes
5. Maintain the HRIS

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1.Identify HR Processes	• Introduction to HR processes • HR processes • Importance of HR processes	• Oral questioning • Observation • Written report
2.Document HR Processes	• HR documentation • Importance of HR documentation	• Written tests • Oral presentation • Observation
3.Identify the HRIS	• Introduction to HRIS • Importance of HRIS • Features of HRIS • Benefits of HRIS • Challenges of HRIS	• Oral questioning • Observation • Written report
4.Automate the HR Processes	• Introduction to HR process automation • Process of automating HR processes • Monitoring and evaluation of	• Oral questioning • Observation • Project

Learning Outcome	Content	Suggested Assessment Methods
	HRIS • Advantages and challenges of automated HR processes	
5. Maintain the HRIS	• Importance of HRIS • Benefits of maintaining HRIS • Challenges of maintaining HRIS	• Oral questioning • Observation • Oral presentation • Written questions

Suggested Delivery Methods

- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources

- Office stationery
- Computers and computer software
- Printers
- Projectors

EMPLOYEE SEPARATION

UNIT CODE: BUS/CU/HRM/CR/09/5/A

Relationship to Occupational Standards
This unit addresses the Unit of Competency: Undertake Employee Separation

Duration of Unit: 50 Hours

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.

Summary of Learning Outcomes
1. Identify separation methods
2. Identify exit documents
3. Identify employees exiting the service
4. Issue and receive exit documents
5. Process retirement benefits and claims
6. Process severance pay benefits and claims
7. Conduct exit interviews   .

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1.Identify Separation	• Introduction to employee separation	• Written tests • Oral presentation

Learning Outcome	Content	Suggested Assessment Methods
Methods	• Types of employee separation • Reasons of employee separation • Procedure of employee separation	• Observation
2.Identify Exit Documents	• Documents required for each type of separation	• Written tests • Oral presentation • Observation
3.Identify Employees Exiting the Employment	• Employees' Conditions and terms of service • Staff turnover report	• Written tests • Oral presentation • Observation
4.Issue and Receive Exit Documents	• Exit notices • Importance of exit notices	• Written tests • Oral presentation • Observation
5.Process Separation Benefits and Claims	• Introduction to benefits and claims • Types of benefits • Gratuity • Pension • Leave days • Severance • Training • Other types of benefits • Computation of	• Written tests • Oral presentation • Observation

Learning Outcome	Content	Suggested Assessment Methods
	benefits • Legal implication on benefits management	
6.Conduct Exit Interviews	• Introduction to exit interviews • Importance of exit interviews • Methods of exit interviews • Documentation of exit interviews data • Exit interview reports	• Oral questioning • Observation • Oral presentation • Written report

Suggested Delivery Methods
- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources
- Office stationeries
- Computers and computer software
- Printers
- Projectors