



Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD

ACCOUNTING AND AUDITING
MANAGEMENT

NTQF Level V



Ministry of Education
January 2018

Introduction

Ethiopia has embarked on a process of reforming its TVET-System. Within the policies and strategies of the Ethiopian Government, technology transformation – by using international standards and international best practices as the basis, and, adopting, adapting and verifying them in the Ethiopian context – is a pivotal element. TVET is given an important role with regard to technology transfer. The new paradigm in the outcome-based TVET system is the orientation at the current and anticipated future demand of the economy and the labor market.

The Ethiopian Occupational Standard (EOS) is the core element of the Ethiopian National TVET-Strategy and an important factor within the context of the National TVET-Qualification Framework (NTQF). They are national Ethiopian standards, which define the occupational requirements and expected outcome related to a specific occupation without taking TVET delivery into account.

This document details the mandatory format, sequencing, wording and layout for the Ethiopia Occupational Standard which comprised of Units of Competence.

A Unit of Competence describes a distinct work activity. It is documented in a standard format that comprises:

- Occupational title and NTQF level
- Unit title
- Unit code
- Unit descriptor
- Element and Performance criteria
- Variables and Range
- Evidence guide

Together all the parts of a Unit of Competence guide the assessor in determining whether the candidate is competent.

The ensuing sections of this EOS document comprise a description of the occupation with all the key components of a Unit of Competence:

- Chart with an overview of all Units of Competence for the respective level including the Unit Codes and the Unit Titles
- Contents of each Unit of Competence (competence standard)
- Occupational map providing the TVET providers with information and important requirements to consider when designing training programs for this standards and for the individual, a career path

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UNIT OF COMPETENCE CHART

Occupational Standard: Cooperative Accounting and Auditing Management

Occupational Code: AGR CAM5

NTQF Level v

AGR CAM5 01 0118

Manage Cooperative Finance

AGR CAM5 02 0118

Develop and Prepare Financial Plan

AGR CAM5 03 0118

Manage Cooperatives Financial Risk

AGR CAM5 04 0118

Review Financial Plans and Provide Ongoing Service

AGR CAM5 05 0118

Develop and Implement Financial Strategies

AGR CAM5 06 0118

Conduct Financial Planning Analysis and Research

AGR CAM5 07 0118

Manage Budgets and Financial Plans

AGR CAM5 08 0118

Evaluate Organization's Financial Performance

AGR CAM5 09 0118

Establish and Maintain Accounting Information System

AGR CAM5 10 0118

Implement and Maintain Internal Control Procedures

AGR CAM5 11 0118

Apply Broad Principles of Financial Economics

AGR CAM5 12 0118

Apply Legal Principles in Cooperative

AGR CAM5 13 0118

Supervise and Report an Audit of Financial Systems

AGR CAM5 14 0118

Manage Project Quality

AGR CAM5 15 0118

Capitalize Change and Creativity

AGR CAM5 16 0118

Manage Continuous Improvement Process (Kaizen)

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Manage Cooperative Finance
Unit Code	AGR CAM5 01 0118
Unit Descriptor	This unit involves the knowledge, skills and attitudes required in planning, administering ,monitoring and reviewing of agricultural cooperative finance.

Element	Performance Criteria
1. Financial plan development	<p>1.1. Identification of financial sources and mobilizing scheme is set</p> <p>1.2. Budget plan development is undertaken in accordance with agricultural cooperative financial sources and business objectives</p> <p>1.3. Important factors in appropriate budget planning and selecting appropriate sources of funds are discussed</p>
2. Maintain financial records	<p>2.1. Financial information requirements are identified and specialist services obtained, as required, to profitably operate and extend the business in accordance with the business plan</p> <p>2.2. Financial information records are identified to meet the needs of the business in accordance with legal requirements</p> <p>2.3. Relevant accounting procedures are maintained according to Cooperative by laws and financial guidelines</p> <p>2.4. Administration and financial record keeping procedures are developed and documented in accordance with Cooperative r bylaws and financial guidelines</p>
3. Implement financial plan	<p>3.1. Financial budgets/projections, including cash flow estimates, are produced as required for each forward period, and distributed to relevant people in accordance with legal requirements</p> <p>3.2. Business capital is negotiated/ secured/managed to best enable implementation of the business plan and meet the requirements of financing bodies</p> <p>3.3. Taxation records are maintained and reporting requirements complied with</p> <p>3.4. Strategies to enable adequate financial provision for taxation are developed and maintained in accordance with legal requirements</p>

	<p>3.5. Client credit system including contingencies for debtors in default are developed, monitored and maintained to maximize cash flow</p> <p>3.6. Key performance indicators are selected to enable ongoing monitoring of financial performance</p> <p>3.7. Financial procedures are recorded and communicated to relevant people to facilitate implementation of the business plan</p>
4. Monitor financial performance	<p>4.1. Financial performance targets are identified, regularly monitored and evaluated</p> <p>4.2. Marketing and operational strategies are monitored for their effects on the financial plan</p> <p>4.3. Financial ratios are calculated and evaluated according to own/cooperative benchmarks</p> <p>4.4. Financial plan is assessed to determine whether variations or alternative plans are indicated and changed as required</p> <p>4.5. Appropriate action is taken to ensure the achievement of profit and return to enable business operation in accordance with the business plan and legal requirements</p>

Variable	Range
Financial information	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Financial budgets • Working capital • Bookkeeping/accounting • Asset registers • Profit and loss statements • Balance sheet and cash flow statements• • Cash flow forecasts • Ratios for profitability, liquidity/efficiency/financial structure • Payroll records, • Taxation returns including turn over tax • Risk management • Financial indicators may be short, medium and/or long term • Asset management strategies which May include, but not limited to: • Maintaining and deploying assets
Specialist services	<p>May include but not limited to</p> <ul style="list-style-type: none"> • Accountants • Providers of legal advice • Government agencies • Business consultants • Ngos support
Legal requirements	<p>May include but not limited to</p> <ul style="list-style-type: none"> • Contractual arrangements (e.g. Partnership agreements,

	Trust deeds) <ul style="list-style-type: none"> • Cooperative law • Cooperative bylaws • Internationally accepted cooperative principles and values
Relevant accounting Procedures	May include, but not limited to: <ul style="list-style-type: none"> • Accrual/cash • Single entry/double entry • Manual/computerized
Relevant people	May include but not limited to: <ul style="list-style-type: none"> • Members • Partners • Financial backers • Family members • Regulatory bodies
Financing bodies	May include but not limited to: <ul style="list-style-type: none"> • Banks • Micro finance institutions • Savings and credit cooperatives
Credit system	May include but not limited to <ul style="list-style-type: none"> • Debt collection • Trading terms • Credit limits • Payment options • Credit references
Financial ratios	May include but not limited to <ul style="list-style-type: none"> • Gross profit percentage • Net profit percentage • Expense percentages • Stock turn rates • Staff productivity measures • Return on investment/Return on total assets • Current ratio • Liquid ratio • Days stock on hand • Days debtors outstanding • Proprietary/debt ratio

Evidence Guide

Critical Aspects of Competence	Evidence will need to be provided of the ability of: <ul style="list-style-type: none"> • Planning, Administering, Monitoring and Reviewing agricultural cooperative finance
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • National and regional state or government legislative requirements affecting business operation • financial decision making relevant to the business • Basic knowledge of specific tax requirements relevant to the individual cooperative

	<ul style="list-style-type: none"> • Legal obligations for record keeping • Processing financial transactions • Basic accounting principles (single entry/double entry) • Purpose of financial reports • Financial ratios • Interpretation of comparative profit and loss statements • Interpretation of comparative balance sheets • Preparation and interpretation of budget/actual reports • Stock records/stock control relevant to the business • Benchmarking • Methods and relative capital cost(interest expense)
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Interpret legal requirements, cooperative laws, bylaws , principles and value • Communication including reporting • Numeracy skills to undertake financial calculations • Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Develop and Prepare Financial Plan
Unit Code	<u>AGR CAM5 02 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to develop and prepare a financial plan that meets the client's needs. It encompasses establishing plan objectives and scope, and developing strategic assumptions, strategies and a preliminary financial plan compliant with regulatory and organisational requirements.

Element	Performance Criteria
1. Establish plan objectives and scope	1.1. Research results are reviewed and compared to client requirements and expectations 1.2. current client situation is analysed to determine opportunities and constraints 1.3. Desired financial resource and market parameters are identified and assessed 1.4. Plan objectives are developed for asset growth, income, risk, taxation and any other objectives developed in consultation with client
2. Develop strategic assumptions	2.1. Client related and economic key assumptions are developed and tested 2.2. Legislative and regulatory requirements, including taxation assumptions are identified and tested 2.3. Clarification is sought from client or other professionals as required and document strategic assumptions for client review
3. Develop financial plan strategy	3.1. Initial options are developed based on strategic assumptions and client specifications 3.2. Strategic options are analysed and modelled and any inappropriate options rejected 3.3. Supporting arguments are developed for each final strategic option and included in draft overall strategy 3.4. Any necessary client checks or consultations are conducted to verify plan strategy
4. Develop preliminary financial plan	4.1. Specific products and options are selected to meet agreed strategy with cash flow, liquidity and capital preservation or estate planning requirements incorporated as required 4.2. Recommendations are developed for financial asset allocation structure, including where provision is required for equities, trusts, partnerships, allocated pensions and superannuation, and planned capital expenditure

	<p>4.3. Recommendations are developed for changes to income and taxation arrangements, including referral advice to accountants or lawyers as appropriate</p> <p>4.4. Recommendations on risk management strategies and products are developed, and incorporated in the plan</p> <p>4.5. Anticipated fees and charges are incorporated into preliminary plan</p> <p>4.6. information on internal and external complaints and dispute resolution procedures available to client are incorporated</p> <p>4.7. Preliminary financial plan is documented according to organisational guidelines and procedures</p>
5. Ensure compliance of financial plan with regulatory and organisational requirements	<p>5.1. Preliminary financial plan is checked to ensure that role of representative or adviser is properly documented and complied with relevant Acts, regulations and regulatory guidelines</p> <p>5.2. Preliminary financial plan is assessed for its ability to successfully achieve objectives</p> <p>5.3. Preliminary financial plan is checked to ensure that it complied with ethical and regulatory requirements</p>
6. Produce completed plan	<p>6.1. Financial plan is produced in accordance with organisational quality control requirements</p> <p>6.2. Relevant supporting documentation relating to products, regulatory considerations and organisational processes, including internal and external complaints procedures are attached</p>

Variable	Range
Opportunities and constraints	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Stable economy • Favourable government regulation • Exemption of tax
Financial resources	<p>The money available to a business for spending in the form of cash, liquid securities and credit lines. Before going into business, an organization needs to secure sufficient financial resources in order to be able to operate efficiently and sufficiently well to promote success.</p>
Economic key assumptions	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Price Inflation Assumption • Productivity Assumptions • Average Earnings Assumptions
Risk management strategies	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Holding portfolio asset • Avoiding loss of income and

	<ul style="list-style-type: none"> • Damage to assets
Financial plan	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Long term financial plan • Short term financial plan • Cash flow projections and Operational plan

Evidence Guide	
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Critical Aspects of Competence	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • Analyse options and make justified recommendations to clients using use in-depth knowledge of the financial planning industry, industry regulations, codes of practice, financial products, financial markets and investment characteristics • Develop a detailed financial plan that: <ul style="list-style-type: none"> ➢ Maximises the client's outcomes and reaches client objectives ➢ Establishes plan objectives and scope, and develops strategic assumptions ➢ Complies with regulatory and organisational procedures ➢ Assesses impacts of taxation, social security, economic and other government policy on client investment and financial requirements.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • The key ethical considerations in developing and preparing financial plans • The general impact of relevant: economic, taxation and social security policy on the client's financial planning needs • State and territory planning considerations on the client's financial planning needs • The role of the financial planning adviser and financial planning practice, including compliance requirements and the disclosure of capacity • The key features of legislation and regulations affecting the financial services industry.
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Outline the key ethical considerations in developing and preparing financial plans • Outline the general impact of relevant: economic, taxation and social security policy on the client's financial planning needs • Explain the role of the financial planning adviser and financial planning practice, including compliance requirements and the disclosure of capacity • Describe the key features of legislation and regulations affecting the financial services industry. • Analyse and review complex information from a range of sources to identify key details, make judgements and determine requirements

	<ul style="list-style-type: none"> • Develop material to a specific audience using clear and detailed language and financial data to convey explicit information, requirements and recommendations • Use appropriate formats and structures to report and present information logically • Participate in verbal exchanges using active listening and questioning skills and uses collaborative techniques to convey and clarify information appropriate to the audience and purpose • Perform calculations and analyze and test financial information to achieve required outcomes • Take full responsibility for ensuring that documentation and processes comply with organizational policy and procedures, and regulatory and ethical requirements • Maintain knowledge of compliance legislation necessary to perform role • Select and use appropriate conventions and protocols when communicating with internal and external stakeholders to seek or share information • Plan, organise, implement and monitor work processes and tasks to meet legislative and organisational requirements and ethical standards, changing processes where necessary
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Manage Cooperatives Financial Risk
Unit Code	<u>AGR CAM5 03 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude in the development, implementation and evaluation of a financial risk management for cooperative organization.

Element	Performance Criteria
1. Develop financial risk management plan	<p>1.1. All potential financial risks incorporates are assessed that facing the cooperative business expansion and the development of strategies and plans to mitigate all risk situations through elimination, isolation or protection.</p> <p>1.2. A foundation is designed for other Strategic financial Management units</p> <p>1.3. Strategic position and policy on financial risk management are analyzed are interpreted</p> <p>1.4. Cooperative business environment is audited to identify financial risk management context and potential areas of risk</p> <p>1.5. Cooperative financial capability is analyzed to reduce/control the likelihood of both incidents and consequences</p> <p>1.6. Risk register is developed incorporating a probability/consequence matrix</p> <p>1.7. Financial risk management policies are documented and include provisions for training/education of all members and stakeholders</p> <p>1.8. Access to external specialist assistance is identified within the plan</p> <p>1.9. Procedures for on-going identification of risks are established</p>
2. Implement financial risk management plan	<p>2.1. Monitoring of activities to identify potential risk is undertaken continuously</p> <p>2.2. Sources of risk are clearly documented and analyzed</p> <p>2.3. Risks are examined in terms of the criteria in the financial risk management plan</p> <p>2.4. Risks classified as low/acceptable are placed on a monitor/review watch list</p> <p>2.5. Risks that are unacceptable are eliminated wherever practicable</p>

	<p>2.6. Risks that cannot be eliminated are mitigated/minimized in accordance with the risk management plan</p> <p>2.7. Strategies for risk minimization are documented</p>
3. Evaluate financial risk management plan	<p>3.1. Procedures are put in place to review risk management activities regularly</p> <p>3.2. Activities which do not achieve their objectives/performance outcomes are examined to determine cause</p> <p>3.3. Incidents which occur that indicate a near miss are analyzed and the financial risk management plan reviewed on each occasion</p> <p>3.4. Evaluation of financial risk management is a key component of all projects/activities</p>

Variable	Range
Potential financial risk	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Liquidity risk • Business risk • Exchange rate risk
Risk management	Means the process of identification of potential negative events and the development of plans to mitigate or minimize the likelihood of the negative event occurring and/or the consequences in the event it does occur
Risk register	A register of all identified risks and documentation of the strategies/plans in place to deal with any event/incident which might occur
Financial risk management	Means the uncertainty introduced by the method by which the firm finances its investments.
Members and stakeholders	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cooperative members and potential members • Management bodies • Various NGOs participating in agricultural cooperatives development movement • Government agencies(cooperative development agencies) • Those personnel who have knowledge about the issue being dealt with and the expertise to assist the decision making process
External specialist assistance	Means any group or individual in the community who has the expertise to assist the organization to deal with any event/incident which may occur
Risks	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Product failure • Financial/economic loss/failure • Damage to property/equipment • Members disputation • Professional incompetence • Natural disasters

	<ul style="list-style-type: none"> • Political events • Occupational Health and Safety
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Evidence Guide	
Critical Aspects of Competence	Demonstrate knowledge and skills to: <ul style="list-style-type: none"> • Develop financial risk management plan • Implement financial risk management plan • Evaluate financial risk management plan
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Relevant legislation from appropriate government that affects business operation, especially in regard to: <ul style="list-style-type: none"> ➢ equal opportunity, industrial relations and anti discrimination ➢ Strategic, tactical and operational plans of the cooperatives ➢ agricultural cooperatives capability to deal with events/incidents • Disaster/emergency/evacuation plans • Legal requirements for operating the cooperatives • Business • Workplace standards for OHS and environmental requirements
Underpinning Skills	Demonstrate skills in: <ul style="list-style-type: none"> • Communication/consultation to ensure all members and stakeholders are advised of what is occurring and are provided with an opportunity for input and out put • Conflict management to mediate, negotiate and/or attempt to obtain consensus between members and stakeholders in conflict situations which are dysfunctional in relation to the agricultural cooperative's performance • Process analysis to identify potential risks/hazards of any type • Problem solving to deal effectively with risks and hazards as identified • Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Review Financial Plans and Provide Ongoing Service
Unit Code	AGR CAM5 04 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to monitor the implementation and progress of financial plans and establish ongoing client service arrangements. It encompasses discussing and confirming arrangements and procedures for ongoing service with clients, establishing procedures for providing ongoing service, and undertaking or supervising review of a financial plan.

Element	Performance Criteria
1. Discuss and confirm arrangements for ongoing service	<p>1.1. Ongoing service options are identified for client and recommend appropriate options</p> <p>1.2. Ongoing standard of service for client, including quality parameters, reporting frequency and arrangements are proposed for reviews and client initiated changes</p> <p>1.3. Fees and charges are explained and confirmed for ongoing service to client</p> <p>1.4. Agreement for ongoing service is developed when agreement is reached</p>
2. Establish procedures for providing ongoing service	<p>2.1. Personnel are identified and briefed to implement each action in ongoing service arrangements</p> <p>2.2. Internal and external documentation requirements are identified and followed</p> <p>2.3. Key revision dates are diarised and client contact arrangements established</p> <p>2.4. Monitoring procedures are established for critical timings and priorities, and periodically review client objectives</p>
3. Undertake and/or supervise review of financial plan	<p>3.1. Arrangements are established for reviewing ongoing relevance and performance of financial plan</p> <p>3.2. Quality of ongoing service provided by authorised representative is reviewed to ensure organisational and regulatory requirements meet</p> <p>3.3. Instructions to internal and external personnel are issued as per plan requirements, including checks and follow ups made on lodgement of documentation to ensure plan timings are met</p> <p>3.4. Ensure fees and charges are obtained by authorised representative and processed according to organisational and legislative requirements</p>

3.5. Clear arrangements are established or clients to contact representatives at any time with concerns or queries

Variable	Range
Ongoing Service	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Financial Planning offers an Ongoing Service option so we can work with you to help keep your financial plans on track. • Financial Planning Manager should you need to review your Portfolio or want to discuss any aspect of the advice you have received. • An Annual Customer Report which shows how your Portfolio is performing. • Arrange an appointment to discuss your needs and circumstances; • Recommend appropriate changes; • Carry out changes that you wish to make; • Confirm any changes in writing.
Fees and charges	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Ongoing Service is charged at the rate shown in your Advised Tariff of Charges, which was provided by your Nationwide Financial Adviser at the time of your investment. Ongoing Service is charged as a % of the value of your Nationwide Portfolio, including any sums invested directly into this via Cofunds or Legal & General, rather than via a Financial Planning Manager. It is charged daily and is taken monthly at the end of each calendar month.

Evidence Guide	
Critical Aspects of Competence	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • Effectively discuss, negotiate and confirm arrangements for review of a financial plan and ongoing service with clients • Develop ongoing service agreements for clients who: • Comply with relevant legislation, regulations and industry codes of conduct • Follow organisational procedures • Review or supervise the review of financial plans, including assessment of: <ul style="list-style-type: none"> ➢ Outcomes against changing client needs ➢ Impacts of taxation, social security, economic and other government policy on client investment and financial requirements • Maintain accurate documentation of records and data relating to implementation and review.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • The key features of the financial planning industry, financial products, financial markets and investment characteristics • Common fees and charges associated with ongoing services • Financial forecasting techniques

	<ul style="list-style-type: none"> • Methods of presenting financial data • The key features and discuss issues relating to government financial and superannuation policy and relevant corporations and consumer legislation • Relevant financial legislation • Industry codes of practice • Identify and outline sources of information on financial products and markets • Discuss strategies for the ongoing review and assessment of financial plans • Outline the key requirements relating to documenting financial plans.
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Outline the key features of the financial planning industry, financial products, financial markets and investment characteristics • Outline common fees and charges associated with ongoing services • Describe the key features and discuss issues • Evaluate information from a variety of sources to ensure appropriateness to client needs, currency and accuracy • Develop material for a specific audience using clear and detailed language and financial data to convey explicit information, requirements and recommendations • Use appropriate formats and structures to report and present information logically • Participate in verbal exchanges and clearly explains detailed information using language, tone and pace appropriate to internal and external stakeholders • Use active listening and questioning to elicit the views and needs of others and to confirm understanding • Perform mathematical calculations to determine fees, reconcile amounts and perform comparisons of financial information • Analyse, record and store complex financial data and information • Take full responsibility for following policies, procedures and legislative requirements relevant to own role • Select and use appropriate conventions and protocols when communicating with diverse internal and external stakeholders to provide or seek information, or promote positive relationships • Plan, sequence, implement and monitor processes and tasks to meet legislative and organisational requirements, changing processes where necessary • Use the main features and functions of digital tools to complete work tasks and access information

Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Develop and Implement Financial Strategies
Unit Code	AGR CAM5 05 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to review financial and organisational data, determine and implement strategic options and long-term plans, and evaluates outcomes for the optimisation of financial outcomes for an organisation.

Element	Performance Criteria
1. Review data	<p>1.1. Costs of and returns from assets and liabilities are analysed using standard accounting techniques to identify extent of debt and equity financing</p> <p>1.2. Data is used to identify costs of different forms of capital to organisation</p> <p>1.3. Asset and liability estimates and valuation criteria are standardised, and regularly adjusted in line with changes to environmental factors</p>
2. Determine options	<p>2.1. Long-term and short-term periods are established for organisation by reference to strategic goals, cash flow requirements and operational objectives</p> <p>2.2. Long-term financing requirements and cost in line with organisation's expected revenue returns, cash flows and asset base are identified</p> <p>2.3. Sources of financing are researched and evaluated to determine compatibility with organisation's finance strategy</p> <p>2.4. Investment analysis and financial planning requirements are identified and examined</p>
3. Implement strategies	<p>3.1. Financial plans are structured to meet strategic goals and provide returns within long-term and short-term operational objectives</p> <p>3.2. Short-term and long-term objectives for organisation's capital structure are developed in line with operational and strategic plans</p> <p>3.3. Internal control procedures are established in consultation with stakeholders to support implementation and to meet possible emergencies with portfolio management techniques applied</p>

Variable	Range
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Standard accounting techniques	May include, but not limited to: <ul style="list-style-type: none"> • Debt ratio • Equity ratio
Investment analysis	May include, but not limited to: <ul style="list-style-type: none"> • Profitability, ROA or ROE • Payback period • Net present value • Internal rate of return/ IRR • Cost–benefit analysis
Financial plans	May include, but not limited to: <ul style="list-style-type: none"> • Long term • Short term
Capital structure	Capital structure of a firm means permanent financing represented basically by long term debt and shareholders' equity. It is slightly different from financial structure which includes short-term debt as well. Thus, a firm's capital structure is only a part of its financial structure.

Evidence Guide

Critical Aspects of Competence	Evidence of the ability to: <ul style="list-style-type: none"> • Review and analyse financial data using: <ul style="list-style-type: none"> ➢ Standard accounting techniques ➢ Knowledge of internal control procedures ➢ Organizational strategic goals ➢ Range of environmental factors • Determine viable financial options and implement appropriate strategies • Monitor and evaluate outcomes of implemented strategies.
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Data and information used to analyse financial strategies • Financial evaluation • Storing, recording and updating financial information • Cost–benefit analysis and forecasting techniques • Internal control, including statutory requirements • Risk management and budgetary control • Organizational structures and lines of management authority
Underpinning Skills	Demonstrate skills to: <ul style="list-style-type: none"> • Describe the types and sources of data and information used to analyse financial strategies • Compare and contrast methods of: <ul style="list-style-type: none"> ➢ Financial evaluation ➢ Storing, recording and updating financial information • Identify and explain the key principles of: <ul style="list-style-type: none"> ➢ Cost–benefit analysis and forecasting techniques ➢ Internal control, including statutory requirements ➢ Risk management and budgetary control • Explain organisational structures and lines of management authority

Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Conduct Financial Planning Analysis and Research
Unit Code	AGR CAM5 06 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to undertake financial planning analysis and research. It encompasses evaluating a client's current situation, identifying issues and researching requirements and parameters for extracting and analysing information, and summarising research information.

Element	Performance Criteria
1. Evaluate client's current situation and identify issues	1.1. Integrity of information provided by client is analysed 1.2. Client objectives are identified, quantified and tested for viability 1.3. Basis for strategy development is established in line with confirmed objectives
2. Identify research requirements and parameters	2.1. Aims and objectives of research including strategy, product and performance parameters are established against client requirements and expectations, with all issues identified 2.2. Wide range of relevant internal and external information resources required for research are identified and accessed 2.3. Timeframes and prioritise requests for information are established to ensure milestones are met
3. Extract and analyse information according to research requirements and parameters	3.1. Data extraction criteria that are relevant to intended use and client requirements is established 3.2. Trends are identified to provide meaningful information on performance of possible strategies, products and markets 3.3. Taxation and other government legislation that needs to be considered are identified in choice of financial planning strategies 3.4. Risk assessment of strategies and products is identified through research 3.5. Financial products are analysed within appropriate timeframes to ensure currency of decision making 3.6. Information is prioritised according to client requirements and expectations 3.7. Issues that require specialist research or advice are identified and appropriate advice obtained

4. Summarise research information	<p>4.1. Information on financial strategies and products are collated and checked against research specification</p> <p>4.2. Written performance, trend and risk analyses are prepared and checked against research specification</p> <p>4.3. Any qualifications or issues are documented for further research</p>
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Variable	Range
Relevant Internal and external information resources	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Internal information <ul style="list-style-type: none"> ➤ financial report ➤ budget ➤ audit report • External information <ul style="list-style-type: none"> ➤ interest rate ➤ inflation rate
Methods of collecting Information	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Open and closed Questioners • Interview • Observation • Secondary data

Evidence Guide	
Critical Aspects of Competence	<p>Evidence of the ability to conduct financial planning research that demonstrates:</p> <ul style="list-style-type: none"> • Evaluation of client's current situation and identification of issues • Identification of research requirements and parameters • Extraction and analysis of information • Use of a wide range of available information sources • Compliance with relevant legislative and regulatory requirements, relevant industry codes of practice and organisational operating guidelines • Accurately summarise research information and test its integrity • Prioritise findings, validated against client requirements, and document research for financial plans.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Financial products and services • Discuss the risks and implications associated with use of financial products and services • Explain financial products and services and the associated benefits from a financial planning perspective • Identify financial industry information sources and outline research techniques for accessing this information • Compare and contrast financial planning strategies • Describe the key features of:

	<ul style="list-style-type: none"> ➤ organisational policy and procedures relating to research ➤ relevant legislation and regulations governing trusts and companies ➤ relevant industry code of practice requirements • Describe the key features of taxation and social security systems and regulations, and their effect on specified financial products • Outline the key aspects of theories of investment, portfolio management and management of investment and risk.
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Research, analyse and compare complex information to determine and confirm work requirements • Use language, concepts and terminology appropriate to the audience and purpose to share, convey and clarify explicit information and requirements • Conduct financial planning research that demonstrates: <ul style="list-style-type: none"> ➤ evaluation of client's current situation and identification of issues ➤ identification of research requirements and parameters ➤ extraction and analysis of information • Perform calculations and use analytical techniques to determine trends and make comparisons of financial information • Develop timelines to plan and monitor progress • Plan, organise and implement processes to ensure required tasks are completed efficiently and effectively • Systematically gather, analyse and evaluate research findings to decide on appropriate products or advice • Use the main features and functions of digital tools to complete work tasks and to access information
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Manage Budgets and Financial Plans
Unit Code	<u>AGR CAM5 07 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to undertake financial management within a work team in an organisation. This includes planning and implementing financial management approaches, supporting team members whose role involves aspects of financial operations, monitoring and controlling finances, and reviewing and evaluating effectiveness of financial management processes in line with the financial objectives of the work team and the organisation.

Element	Performance Criteria
1. Plan financial management approaches	<p>1.1. Budget/financial plans are accessed for the work team</p> <p>1.2. Budget/financial plans with relevant personnel are clarified within the organization to ensure that documented outcomes are achievable, accurate and comprehensible</p> <p>1.3. Any changes required to be made are negotiated to budget/financial plans with relevant personnel within the organization</p> <p>1.4. Contingency plans are prepared in the event that initial plans need to be varied</p>
2. Implement financial management approaches	<p>2.1. Relevant details of the agreed budget/financial plans are disseminated to team members</p> <p>2.2. Support is provided to ensure that team members can competently perform required roles associated with the management of finances</p> <p>2.3. Resources and systems are determined and accessed to manage financial management processes within the work team</p>
3. Monitor and control finances	<p>3.1. Processes are implemented to monitor actual expenditure and to control costs across the work team</p> <p>3.2. Expenditure and costs on an agreed cyclical basis are monitored to identify cost variations and expenditure overruns</p> <p>3.3. Contingency plans are implemented, monitored and modified as required to maintain financial objectives</p> <p>3.4. Budget and expenditure are reported in accordance with organizational protocols</p>
4. Review and evaluate financial management processes	<p>4.1. Data and information on the effectiveness of financial management processes are collected and collated for analysis within the work team</p>

	<p>4.2. Data and information on the effectiveness of financial management processes are analyzed within the work team and any improvements to existing processes are identified, documented and recommended</p> <p>4.3. Agreed improvements are implemented and monitored in line with financial objectives of the work team and the organization</p>
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Variable	Range
Budget/Financial plans	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cash flow projections • Long-term budgets/plans • Operational plans • Short-term budgets/plans • Spreadsheet-based financial projections • Targets or key performance indicators for production, productivity, wastage, sales, income and expenditure
Relevant personnel	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Financial managers, accountants or financial controllers • Supervisors, other frontline managers
Contingency plans	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Contracting out or outsourcing human resources and other functions or tasks • Diversification of outcomes • Finding cheaper or lower quality raw materials and consumables • Increasing sales or production • Recycling and re-using • Rental, hire purchase or alternative means of procurement of required materials, equipment and stock • Restructuring of organisation to reduce labour costs • Risk identification, assessment and management processes • Seeking further funding • Strategies for reducing costs, wastage, stock or consumables • Succession planning
Support	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Access to specialist advice • Documentation of procedures • Help desk or identified experts within the organisation • Information briefings or sessions • Intranet-based information • Training including mentoring, coaching and shadowing
Required roles	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Arranging for use of corporate credit cards • Banking • Debt collection

	<ul style="list-style-type: none"> • Ensuring security, accuracy and currency of financial operations • Invoicing clients, customers and consumers • Maintaining journals, ledgers and other record keeping systems • Maintaining petty cash system • Purchasing and procurement • Wages and salaries payments and record keeping
Resources and systems	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Hardware and software • Human, physical or financial resources • Record keeping systems (electronic and paper-based) • Specialist advice or support
Processes	<p>May include, but not limited to reporting of:</p> <ul style="list-style-type: none"> • Assets • Consumables • Equipment • Expenditure • Income • Stock • Wastage
Reporting	<p>May include data from:</p> <ul style="list-style-type: none"> • Bank statements • Credit card statements • Financial reports • Invoices and receipts • Ledgers and journals • Logs • Petty cash records • Spreadsheet-based records
Data and information on the effectiveness of financial management processes	<p>May include records (paper-based and electronic) related to:</p> <ul style="list-style-type: none"> • Bank account records • Cash flow data • Contracts • Credit card receipts • Employee timesheets • Files of paid purchase and service invoices • Income and expenditure • Insurance reports • Invoices • Job costing • Petty cash receipts • Quotations • Taxation records • Wages/salaries books

Evidence Guide

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Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • Financial skills required to work with and interpret budgets, ageing summaries, cash flow, petty cash, goods and services tax, and profit and loss statements • Knowledge of the record keeping requirements for the Revenues and Customs Authority and for auditing purposes
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Basic accounting principles • Organisational requirements related to financial management • Relevant legislation and current requirements of the Revenues and Customs Authority, including goods and services tax • Requirements for organisational record keeping and auditing • Principles and techniques involved in: <ul style="list-style-type: none"> ➤ budgeting ➤ cash flows ➤ electronic spreadsheets ➤ goods and services tax ➤ ledgers and financial statements ➤ profit and loss statements
Underpinning Skills	<p>Demonstrates skills in:</p> <ul style="list-style-type: none"> • Numeracy to read and understand a budget and to update a budget • Technology to use software associated with financial record keeping
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Evaluate Organization's Financial Performance
Unit Code	AGR CAM5 08 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to evaluate returns to operations, determine short-term and long-term needs, and evaluates an organisation's financial position and performance.

Element	Performance Criteria
1. Evaluate returns to operations	<p>1.1. Cash flow and profitability patterns are trended to identify current position and expected returns from investments and projected operations</p> <p>1.2. Averaged returns to assess strengths and weaknesses are disaggregated in organisational performance</p> <p>1.3. Investment returns are evaluated against risk, profit and capital budget requirements</p>
2. Determine short-term and long-term needs	<p>2.1. Resources required by organisation are identified to meet short-term and long-term obligations, and cost using standard financial analysis techniques</p> <p>2.2. Financial priorities are established and reviewed based on reported performance and identified trends, organisational objectives and expected returns to operations and investments</p> <p>2.3. Financial options are reviewed and analysis of range of possible assets and liabilities conducted to optimise capital mix to support operations and trading need</p> <p>2.4. Organisational policy and procedures for expenditures and investments are evaluated and documented to ensure relevance to changing personnel profiles</p> <p>2.5. Debt to equity targets is analysed in terms of organisation's expected performance and established in line with organisational objectives using standard accounting techniques</p>
3. Review performance	<p>3.1. Ensure forecasts made are justifiable given observed trends, information, events and assumptions, with standard errors calculated to produce levels of accuracy suitable for planning purposes</p> <p>3.2. Forecasts are regularly reviewed in line with actual performance and alternative sources of information</p> <p>3.3. Risk strategies are assessed for long-term viability and harmonised with short-term goals and obligations</p>

Variable	Range
Investments	May include, but not limited to: <ul style="list-style-type: none"> • On expansion of the operation • On financial security may be in: <ul style="list-style-type: none"> ➤ Bond ➤ share ➤ treasury bill
Returns to assess strengths and weaknesses	Are identified as: <ul style="list-style-type: none"> • Profitability ratio may include: <ul style="list-style-type: none"> ➤ Inventory turnover ➤ Total asset turnover ➤ Contribution margin ratio ➤ Net profit margin etc
Capital mix	May include, but not limited to: <ul style="list-style-type: none"> • Equity • Loan
Forecasting	May include, but not limited to: <ul style="list-style-type: none"> • Trend analysis • regression
Risk control strategies	May include, but not limited to: <ul style="list-style-type: none"> • Holding portfolio of asset • Avoiding • Retention

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to: <ul style="list-style-type: none"> • Evaluate returns to operations using standard financial analysis and accounting techniques, and following organisational policy and procedures • Determine long-term and short-term organisational needs • Review and monitor financial performance across an organisation • Assess risk strategies and make recommendations regarding financial performance.
Underpinning Knowledge and Attitude	Demonstrate knowledge of: <ul style="list-style-type: none"> • Techniques for developing long-term and short-term plans, and determining financial priorities • The purpose and key features of standard financial analysis techniques and business review processes • The role of audits in evaluating financial performance • Ethical considerations in evaluating financial performance • The key features of financial legislation relating to the evaluation of financial performance • Cash flow and budgetary control • Cost–benefit analysis and use of forecasting techniques • Internal control, including statutory requirements

	<ul style="list-style-type: none"> • The key features of organisational structures and lines of management authority • Strategies for risk identification and management
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Discuss techniques for developing long-term and short-term plans, and determining financial priorities • Explain the purpose and key features of standard financial analysis techniques and business review processes • Explain the role of audits in evaluating financial performance • Discuss ethical considerations in evaluating financial performance • Identify and explain the key features of financial legislation relating to the evaluation of financial performance • Identify and explain the key principles • Outline the key features of organisational structures and lines of management authority • Discuss strategies for risk identification and management • Prepare forecasts, financial options and clear written advice using logical structure, correct terminology and writing style that matches the audience and intended purpose
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Establish and Maintain Accounting Information System
Unit Code	<u>AGR CAM5 09 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to identify and record system requirements, evaluate alternative systems, acceptance of test systems, prepare system documentation, implement reporting systems and records, monitor systems and review reporting procedures.

Element	Performance Criteria
1. Identify and record system requirements	<p>1.1. Comprehensive specifications are prepared based on requirements of potential users with any conflicting requirements and solutions are negotiated prior to and during the development process</p> <p>1.2. Objectives are defined and specifications documented to establish the expected inputs, outputs and means of delivery</p> <p>1.3. System and records requirements are prioritized according to importance and urgency of user needs</p> <p>1.4. Security requirements are identified and incorporated to maintain system integrity into the system design</p> <p>1.5. Features of any existing system and records are reviewed to establish their suitability and usability</p> <p>1.6. Recording processes are established according to accepted practice and in accordance with legislation and codes of practice</p>
2. Evaluate alternative systems	<p>2.1. Features of various systems are compared and measured against user requirements to enable identification of alternative systems and solutions</p> <p>2.2. Cost-benefit analysis of alternative systems and solutions is carried out and recommendations documented</p>
3. Acceptance test system	<p>3.1. System is tested in an operational environment to ensure compliance with user requirements, company policy and guidelines, system specifications and relevant legislation or industry codes of practice</p> <p>3.2. Formal confirmation from all users is obtained on acceptability of new system/system changes against all criteria and system specifications</p>
4. Prepare system documentation	<p>4.1. System documentation is prepared thoroughly and accurately using easily understood language and in a clear format to support system implementation and training</p>

	<p>4.2. Users are consulted to ensure clarity, accuracy, thoroughness and usability of system documentation</p> <p>4.3. System documentation is made easily accessible and is constantly reviewed and updated to ensure prevalence and accuracy</p>
5. Implement reporting systems and records	<p>5.1. Implementation is carried out in accordance with specified guidelines and timelines and contingency plans established to deal with any potential delays or problems</p> <p>5.2. Effective training schedules and programs are established to support implementation</p> <p>5.3. All data are transferred from existing to the new or modified system and records without error or loss</p> <p>5.4. Systems and records are updated regularly to identify ongoing benefits and threats to the organization</p> <p>5.5. Files are maintained within organizational and statutory requirements and discrepancies identified and remedied</p> <p>5.6. Integrity of systems and records are complied with organizational and statutory requirements</p> <p>5.7. Transactions are monitored to identify taxation and other liabilities</p>
6. Monitor reporting systems	<p>6.1. Transactions are analyzed and accounted for completely and are correctly related to the accounting period</p> <p>6.2. Processes are communicated and promoted for recording and classifying transactions to support internal verification of records</p> <p>6.3. Sources of input data and documentation are standardized in structured formats to minimize errors</p> <p>6.4. Back-ups are maintained in an accessible location to safeguard data in accordance with organizational and audit requirements</p>
7. Review reporting procedures	<p>7.1. Sources of input data and documentation records are systematically checked for accuracy and reliability</p> <p>7.2. Reporting requirements are established and analyzed regularly to identify variations and compliance with established processes for recording and classifying transactions</p> <p>7.3. Written reports, explanatory notes and financial results are maintained to support source documentation</p>

Variable	Range
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Systems and records	May include, but not limited to: <ul style="list-style-type: none"> • Management information systems • Software packages • User manuals
Records	May include, but not limited to: <ul style="list-style-type: none"> • Asset management accounts • Cash and trading accounts • Client histories • Credit balances • Electronic formats such as: <ul style="list-style-type: none"> ➤ Forms ➤ Spreadsheets • Expense accounts • Loan accounts • Master files
System testing	May include, but not limited to: <ul style="list-style-type: none"> • Ensuring operational capability matches system specifications and user requirements • Running current system in parallel with new or modified system for defined periods of time
Company policy and guidelines	May include, but not limited to: <ul style="list-style-type: none"> • Accounts and records • Auditing practices and procedures • Clerical and administrative systems • Client service • Corporate governance • Information technology
System specifications	May include, but not limited to: <ul style="list-style-type: none"> • Applicable to large, medium or small organisations • Company policies and guidelines • Compliance and reporting requirements • Cost • Integration with existing or other systems, data and records • Technical, functional and operational features
Organisational and statutory requirements	May include, but not limited to: <ul style="list-style-type: none"> • Electronic forms • Exception reports • Financial analysis assessments including growth prospects against prior and current periods • Overdue accounts and debt recovery procedures • Reporting requirements and financial reporting cycles
Discrepancies	May include, but not limited to: <ul style="list-style-type: none"> • Absence of audit trails • Expenditure report mismatches • Inappropriate authorisations • Incorrect payments • Incorrect report formats

	<ul style="list-style-type: none"> • Un reconciled cash flows and operating statements • Variances from budget and phrasings
Transactions	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Financial adjustments such as: <ul style="list-style-type: none"> ➢ Write-offs ➢ Revaluations • Journal entries • Payments • Purchases • Receipting
Taxation and other liabilities	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Capital Gains Tax • Corporate Tax • Fringe Benefits Tax • Goods and Services Tax • Government charges (e.g. payroll taxes) • Superannuation requirements
Legislation and industry codes of practice	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Accounting Standards • Auditing Standards • Relevant national policies • Different relevant affairs laws • Relevant industry codes of practice

Evidence Guide

Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • Interpret and comply with and statutory requirements, organisational policies and procedures • Assess the impact of taxation and other liabilities, relevant legislation and industry codes of practice • Identify record and systems requirements • Evaluate alternative systems and acceptance test systems • Prepare systems documentation and implement reporting systems and records • Monitor and review reporting systems
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Ethical considerations for the handling of financial reconstruction such as: <ul style="list-style-type: none"> ➢ conflict of interests ➢ confidentiality ➢ disclosure requirements • Financial legislation such as: <ul style="list-style-type: none"> ➢ taxable transactions ➢ reporting requirements • Methods of data protection including: <ul style="list-style-type: none"> ➢ back-ups ➢ security • Principles and practices of budgetary control such as:

	<ul style="list-style-type: none"> ➤ double-entry bookkeeping ➤ accrual accounting • Principles of internal control including statutory reporting • Procures and procedures for recording and storing financial data
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Communication skills to: <ul style="list-style-type: none"> ➤ determine and confirm system requirements with users ➤ liaise with others, share information, listen and understand ➤ use language and concepts appropriate to cultural differences • Research and analysis skills for accessing, analysing and managing financial services systems and data • Well-developed literacy skills for preparing clear written systems specifications and guidance manuals for organisations and business units • Numeracy skills for financial calculations and analysis • Highly developed IT skills for developing and integrated financial systems and using spreadsheets, databases and internet information • Learning skills to maintain knowledge of financial system features, requirements and procedures • Problem solving skills to identify any system issues that have the potential to impact on organisations and to develop options to resolve these issues when they arise • Organizational skills, including the ability to plan and sequence work and correctly schedule activities of others
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Implement and Maintain Internal Control Procedures
Unit Code	AGR CAM5 10 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to review organizational governance requirements, implement operating procedures and monitor policy.

Element	Performance Criteria
1. Review corporate governance requirements	<p>1.1. Corporate governance requirements are identified and analyzed to determine application to operations</p> <p>1.2. Clarifications on application of corporate governance requirements are accessed from authoritative and recognized sources</p> <p>1.3. Internal control procedures are reviewed and developed reflecting the application of corporate governance requirements to internal operations</p>
2. Implement operating procedures	<p>2.1. Financial delegations and accountabilities are maintained and reviewed to ensure consistency and compliance with internal control procedures</p> <p>2.2. Required reports are produced, reviewed and distributed within agreed timelines</p> <p>2.3. Timetables are developed for the implementation of corporate governance requirements in consultation with stakeholders</p> <p>2.4. Internal control procedures are detailed and documented in standardized formats to promote consistency of use</p>
3. Monitor policy	<p>3.1. Applications of corporate governance requirements are developed from published sources or recognized practices</p> <p>3.2. Performance indicators are developed and reported on to evaluate compliance with internal control procedures</p> <p>3.3. Variations in adoption of corporate governance requirements in operations are identified and evaluated to determine causes</p> <p>3.4. Modifications to procedures are developed and implemented to facilitate compliance with internal control procedures</p>

Variable	Range
Corporate governance requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Common law • Delegated authorities • Legislation such as: <ul style="list-style-type: none"> ➢ Corporation law ➢ Tax law ➢ Reporting periods • Taxation payment timings
Authoritative and recognised sources	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Asset registers • Responsible organization on taxation. • Financial information systems • Laws and regulations • Personnel information systems • Professional associations • Pronouncements
Internal control procedures	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Accuracy in valuations • Adequate disclosure in financial reporting • Decision making authorities • Electronic commerce security • Identification, measurement and recording of: <ul style="list-style-type: none"> ➢ Income ➢ Assets ➢ Expenditure ➢ Liabilities ➢ Equity • Risk management strategies • Safeguarding and insurance of assets
Financial delegations and accountabilities	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Corporate governance requirements • Employment delegations • Expenditure and investment approvals • Loan and lending approvals • Sign-off authorities
Required reports	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Balance sheets • Capital statements • Cash flow statements • Internal management reports • Operating statements • Transaction and auditable trails
Stakeholders	<p>May include, but not limited to:</p>

	<ul style="list-style-type: none"> • Clients • Employees • Financial institutions • Managers and company officers such as: <ul style="list-style-type: none"> ➢ Company directors ➢ Boards of management • Suppliers
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Evidence Guide	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • Interpret and comply with corporate governance requirements, organisational policies, financial delegations and accountabilities • Review corporate governance requirements and implement effective operating procedures • Monitor policy and relevant financial legislation
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Ethical considerations and confidentiality for management and handling of files and records • Financial legislation such as: <ul style="list-style-type: none"> ➢ taxable transactions ➢ reporting requirements • Methods of work practices and routines • Organisational guidelines and procedures • Principles of internal control and auditing
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • High level communication skills to: <ul style="list-style-type: none"> ➢ determine and confirm internal control requirements by consulting with staff on internal control procedures and using questioning and active listening as required ➢ liaise with others, share information, listen and understand ➢ use language and concepts appropriate to cultural differences • Well-developed research and analysis skills for accessing and managing complex information • Well-developed literacy skills for interpreting and analysing complex documentation including relevant legislation and producing accessible guidelines and reports • Numeracy skills to accurately analyse, record and store data in accordance with organisational requirements • It skills for accessing and using appropriate software such as spreadsheets and databases and using internet information • Learning skills to maintain knowledge of changes to compliance legislation and requirements • Problem solving skills to identify any issues that have the potential to impact on the financial controls in the organisation and to develop options to resolve these issues when they arise

	<ul style="list-style-type: none"> Organizational skills, including the ability to plan and sequence work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> Interview/Written Test Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Apply Broad Principles of Financial Economics
Unit Code	AGR CAM5 11 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to apply broad principles of financial economics that underpin a range of tasks and functions in the financial services industry. It includes understanding how financial instruments are priced in markets, and techniques and processes government and organisations use to manage financial risk, demonstrating broad knowledge of economic theories and related decision making in a national and organisational economic context.

Element	Performance Criteria
1. Apply economic principles and theories	1.1. Knowledge of economic principles relevant to the industry is developed and applied 1.2. Microeconomic theory of markets and influences on financial products and services are applied to determine structure of organisation 1.3. Capital adequacy regulation and requirements are applied to work functions
2. Evaluate economic aspects that apply to decision making	2.1. Relevant financial modelling techniques to economic data are applied to inform decision making 2.2. Appropriate asset pricing models are analysed and applied 2.3. Models are applied to determine organisational value in relation to capital structure
3. Review own work	3.1. Own work is evaluated in context of relevant economic principles 3.2. Performance is improved through understanding of how economics applies to own decision making
4. Maintain personal understanding of economic policies	4.1. Current economic theories and their impact on the industry are researched to ensure relevant current knowledge 4.2. Contemporary economic principles are integrated into work practices

Variable	Range
Financial products and services	May include, but not limited to: <ul style="list-style-type: none"> • Insurance • Banking • Micro finance • Saving and accredit cooperative
Capital adequacy	May include, but not limited to: <ul style="list-style-type: none"> • The ratio of equity to total asset is employed as a measure

	for capital adequacy. This measures the percentage of the total asset that is financed with equity capital. Capital adequacy therefore describes the sufficiency of the amount of equity that can absorb shocks that firm may experience. It is expected that the higher the Equity to Asset ratio, the lower the need for external funding and therefore the higher the profitability.
Financial modelling techniques	May include, but not limited to: <ul style="list-style-type: none"> • The Capital-Asset Pricing Model (CAPM) and the Arbitrage Pricing Theory (APT) are used to devise methods for incorporating risk in valuation.

Evidence Guide

Critical Aspects of Competence	Evidence of the ability to: <ul style="list-style-type: none"> • Research economic trends, evaluate impacts, and access and interpret corporate regulations • Analyse and apply a range of financial modelling techniques and tools • Reflect on and review own performance in applying knowledge of economic principles in day-to-day work functions.
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Key features of common economic theories that relate to the financial services industry • Key features of microeconomic principles and how they relate to financial services industry products, services and organisational practices • Capital adequacy requirements for financial services organisations based on financial product mix • Asset pricing models and their use in identifying organisational value and capital structures • Economic theories and valuation of assets • Financial modelling techniques and tools • Industry or organisation financial markets, products and services • Key features of relevant legislation, statutory requirements and industry codes of practice • Techniques and tools for evaluation and interpretation of research data • The economic and political climate relating to the financial services industry.
Underpinning Skills	Demonstrate skills to: <ul style="list-style-type: none"> • Critically analyse complex documentation from a variety of sources, and consolidates information relating to specific criteria to assist in making high level business and organisational decisions • Perform mathematical calculations to analyse financial information, costs and values for pricing models and capital structure

	<ul style="list-style-type: none"> • Work autonomously, making high level decisions to achieve and improve organisational goals • Monitor and reviews organisational policy, procedures and adherence to legislative requirements to implement and manage change • Ensure knowledge of products, legislation, regulations and standards relevant to role is accurate, comprehensive and current • Plan strategic priorities and outcomes within a flexible, efficient and effective context in a diverse environment exposed to competing demands • Identify key factors that impact on decisions and their outcomes, drawing on experience, competing priorities and decision-making strategies where appropriate • Explore and incubate new and innovative ideas through unconstrained analysis and critical thinking to develop and improve organisational goals • Use the main features and functions of digital tools to complete work tasks and access information
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Apply Legal Principles in Cooperative
Unit Code	<u>AGR CAM5 12 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to research, analyse and apply legal principles to provide advice on cooperative law implications to clients/members.

Element	Performance Criteria
1. Research legal aspects of cooperatives law	1.1. Client's circumstances that require advice on contract or consumer, and cooperative law matters are identified 1.2. Cooperatives law and related legislation, regulation and practice are researched 1.3. Different types of relevant contract, cooperatives and consumer transactions are identified, and their legal context, establishment procedures and purpose clearly outlined 1.4. Legal principles applying to contract, cooperatives and consumer matters that are relevant to client circumstances are identified
2. Analyse legal issues and risks associated with operation of a business	2.1. Areas of risk in application of law in cooperatives law matters are identified 2.2. How legal issues impact on different types of business structures and legal entities is analysed 2.3. Relevance to client circumstances and implication of risks are evaluated for structure, operation and performance of different legal entities
3. Apply knowledge of contract and consumer laws to client circumstances	3.1. Client's available information is collected and collated for analysis 3.2. Available information is interpreted, analysed and processed to obtain required knowledge applicable to client's circumstances 3.3. Advice and guidance of specialist are sought, if required, to interpret, analyse and synthesise client and legal information 3.4. Advice is provided to clients based on their circumstances and relevant law
4. Maintain legal knowledge	4.1. Client's circumstances are reviewed and any changes in relevant aspects of cooperatives law applied 4.2. Relevant legal sources are reviewed regularly and any changes in daily work applied

	4.3. Systems are accessed and used for keeping up with changes and maintaining up-to-date knowledge about relevant legal aspects of cooperatives law
5. Evaluate legal issues in cooperatives	<p>5.1. The appropriateness of legal documents is assessed for the cooperatives society advantages</p> <p>5.2. The relevancy of issues raised by cooperatives, members and other stakeholders is evaluated</p> <p>5.3. The relevancy of documents used by the cooperatives is appraised</p>

Variable	Range
Cooperative law	May include, but not limited to: <ul style="list-style-type: none"> • Cooperative proclamation • Directives • By law and Internal by law
Legal documents	May include, but not limited to: <ul style="list-style-type: none"> • Contract agreement • Memorandum of understanding • Purchase and sales order agreement

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to: <ul style="list-style-type: none"> • Research for any changes to, or new, legislative requirements in relation to contract or consumer law relevant to the client's circumstances • Apply current statute, common law and equitable principles in relation to contract and consumer laws that are relevant to the client's circumstances • Present a recommendation to the client after considering the client's circumstances and relevant aspects of contract and/or consumer laws.
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • How laws are enacted and their underlying policy aims, and how those laws may be interpreted by existing common law and equitable rules, and apply to property laws • Cooperative legal concepts and scope of contract law with reference to: <ul style="list-style-type: none"> ➤ formation – agreement and intention to create legal relations ➤ formation – consideration, form, legality and capacity ➤ contents – express terms, exclusion clauses • Legal concepts and scope of consumer law <ul style="list-style-type: none"> ➤ misleading and deceptive conduct: ➤ function of the Competition and Consumer Act
Underpinning Skills	Demonstrate Skills to: <ul style="list-style-type: none"> • Identify, plan and implement strategies to manage gaps in personal knowledge

	<ul style="list-style-type: none"> • Critically analyse complex documentation from a variety of sources and consolidates information relating to specific criteria to determine requirements • Prepare documents that are constructed logically, succinctly and accurately to express ideas and explore complex issues • Complete organisational documents and correspondence using clear language and correct spelling, grammar and terminology • Participate in verbal exchanges using active listening and questioning techniques to elicit information from others and to confirm understanding • Develop and implement strategies that ensure organisational policy, procedures and regulatory requirements are being met • Monitor and review the organisation’s policy, procedures and adherence to legislative requirements to implement and manage change • Ensure knowledge of legislation and regulations is accurate, comprehensive and current to provide advice to others as required by role • Influence and foster a collaborative culture, facilitating a sense of commitment and workplace cohesion • Share knowledge, information and experience openly as an integral part of the working relationship • Develop plans to manage relatively complex routine and non-routine tasks with an awareness of how they might contribute to broader strategy and goals • Gather and analyse data and seeks feedback to improve plans and processes • Address complex problems involving multiple variables, using formal analytical and lateral thinking techniques, experience and knowledge to generate solutions • Use digital systems and technologies to enter, store or access information
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Supervise and Report an Audit of Financial Systems
Unit Code	AGR CAM5 13 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to supervise an audit of financial systems and prepare the appropriate reports, including assessing options, identifying information sources, determining audit strategies, monitoring progress, reviewing data, verifying financial statements and determining appropriate reporting formats.

Element	Performance Criteria
1. Assess options	<p>1.1. Statutory requirements from assessment of terms of reference, and client objectives and obligations are identified</p> <p>1.2. Client activities and procedures are reviewed and analysed to establish familiarity with systems and guide selection of appropriate audit methodologies</p> <p>1.3. Financial audit methodologies are developed to identify significant features of audit and establish criteria for conducting audit in accordance with professional auditing standards</p>
2. Identify information sources	<p>2.1. Audit financial data sources are identified from evaluation of organisation's information systems</p> <p>2.2. Audit lines of enquiry are created to support audit objectives and reduce audit risk to acceptable level</p>
3. Determine audit strategies	<p>3.1. Client financial business characteristics are established from analysis of general economy, industry and client's provided information</p> <p>3.2. Client's inherent financial risk is assessed through value chain risk analysis</p> <p>3.3. Internal control procedures are identified for financial transactions through discussion with client and established professional standards</p> <p>3.4. Ensure audit methodologies use is established in sampling and selection techniques in manner consistent with internal control procedures and substantive testing</p>
4. Schedule resources and timelines and monitor progress	<p>4.1. Timeframes are established and personnel allocated to functions and tasks based on audit lines of enquiry</p> <p>4.2. Resource use is reviewed regularly, and intermittent reports developed and monitored with resource allocation and</p>

	timeframes adjusted through discussion and agreement with client and in accordance with professional accounting standards
5. Review data and verify statements	<p>5.1. Significant strengths and weaknesses in controls and rank are identified in accordance to audit objectives</p> <p>5.2. Obtain and evaluate evidence on financial systems and controls under review using established testing procedures and in accordance with criteria identified in audit methodology</p> <p>5.3. Management assertions are tested to achieve audit objectives</p> <p>5.4. Sufficient appropriate audit evidence is gathered as basis for expert opinion</p> <p>5.5. Verify financial statements as materially misstated or corrected</p>
6. Determine reporting formats	<p>6.1. Financial operational functions, services and systems are identified and documented in accordance with standard formats</p> <p>6.2. Ensure format is made consistent with documentation requirements of auditor and professional auditing standards</p> <p>6.3. Financial audit opinions, including recommendations, are formulated and provided to client in established and acceptable format</p>

Variable	Range
Audit methodologies	May include, but not limited to: <ul style="list-style-type: none"> • Preliminary risk assessment • Planning stage • Testing phase and an exit meeting
Audit standards	May include, but not limited to: <ul style="list-style-type: none"> • General standard • Standard of field work • Standard of reporting
Audit objectives	May include, but not limited to: <ul style="list-style-type: none"> • Validity • Completeness • Cut off • Ownership • Accuracy • Valuation • Classification • Disclosure
Audit risk	May include, but not limited to: <ul style="list-style-type: none"> • Inherent risk • Control risk

- Detection risk and Acceptable audit risk

Evidence Guide

Critical Aspects of Competence	<p>Assessment must confirm one's ability to:</p> <ul style="list-style-type: none"> • Assess client risk and determine financial audit strategy and methodology • Schedule resources and timelines, and monitor progress • Review data, verify financial statements and determine reporting formats that comply with: • Organizational financial internal control policy and procedures • Relevant legislative requirements and professional standards.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • The key features of current financial legislation and statutory requirements relating to internal control, taxable transactions and reporting requirements • The key features of current, relevant professional accounting standards • The duties and responsibilities of auditors • Professional standards and ethical considerations for management and handling of files and records • The key principles of auditing and internal control • Testing procedures and methods of enquiry.
Underpinning Skills	<p>Demonstrate the skill to:</p> <ul style="list-style-type: none"> • Plan audit and preparing audit program • Conduct accounting and auditing • Prepare audit report • Identify and explain the key features of current financial legislation and statutory requirements relating to internal control, taxable transactions and reporting requirements • Identify and explain the key features of current, relevant professional accounting standards • Outline the duties and responsibilities of auditors • Discuss professional standards and ethical considerations for management and handling of files and records • Identify and explain the key principles • Compare and contrast testing procedures and methods of enquiry.
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Manage Project Quality
Unit Code	AGR CAM5 14 0118
Unit Descriptor	This unit specifies the outcomes required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

Element	Performance Criteria
1. Determine quality requirements	<p>1.1. Quality objectives, standards and levels are determined, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and a quality management plan.</p> <p>1.2. Established quality management methods, techniques and tools are selected and used to determine preferred mix of quality, capability, cost and time.</p> <p>1.3. Quality criteria are identified, agreed with a higher project authority and communicated to stakeholders to ensure clarity of understanding and achievement of quality and overall project objectives.</p> <p>1.4. Agreed quality requirements are included in the project plan and implemented as basis for performance measurement.</p>
2. Implement quality assurance	<p>2.1. Results of project activities and product performance are measured and documented throughout the project life cycle to determine compliance with agreed quality standards.</p> <p>2.2. Causes of unsatisfactory results are identified, in consultation with the client, and appropriate actions are recommended to a higher project authority to enable continuous improvement in quality outcomes.</p> <p>2.3. Inspections of quality processes and quality control results are conducted to determine compliance of quality standards to overall quality objectives.</p> <p>2.4. A quality management system is maintained to enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders.</p>
3. Implement project quality improvements	<p>3.1. Processes are reviewed and agreed changes implemented continually throughout the project life cycle to ensure continuous improvement to quality.</p>

	<p>3.2. Project outcomes are reviewed against performance criteria to determine the effectiveness of quality management processes and procedures.</p> <p>3.3. Lessons learned and recommended improvements are identified, documented and passed to a higher project authority for application in future projects.</p>
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Variable	Range
Quality objectives	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Requirements from the client and other stakeholders • Requirements from a higher project authority • Negotiated trade-offs between cost, schedule and performance • Those quality aspects which may impact on customer satisfaction
Quality management plan	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Established processes • Authorizations and responsibilities for quality control • Quality assurance and continuous improvement
Quality management methods, techniques and tools	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Brainstorming • Benchmarking • Charting processes • Ranking candidates • Defining control • Undertaking benefit/cost analysis • Processes that limit and/or indicate variation • Control charts • Flowcharts • Histograms • Pareto charts • Scatter gram • Run charts
Quality control	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Monitoring conformance with specifications • Recommending ways to eliminate causes of unsatisfactory • Performance of products or processes • Monitoring of regular inspections by internal or external agents
Improvements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Formal practices, such as total quality management or continuous improvement • Improvement by less formal processes which enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project team performance

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • Lists of quality objectives, standards, levels and measurement criteria • Records of inspections, recommended rectification actions and quality outcomes • Management of quality management system and quality management plans • Application of quality control, quality assurance and continuous improvement processes • Records of quality reviews • Lists of lessons learned and recommended improvements • How quality requirements and outcomes were determined for projects • How quality tools were selected for use in projects • How team members were managed throughout projects with respect to quality within the project • How quality was managed throughout projects • How problems and issues with respect to quality and arising during projects were identified and addressed • How projects were reviewed with respect to quality management • How improvements to quality management of projects have been acted upon
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • The principles of project quality management and their application • Acceptance of responsibilities for project quality management • Use of quality management systems and standards • The place of quality management in the context of the project life cycle • Appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes • Attributes: <ul style="list-style-type: none"> ➢ Analytical ➢ Attention to detail ➢ Able to maintain an overview ➢ Communicative and positive leadership
Underpinning Skills	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"> • Ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities • Project and quality management • Planning and organizing • Communication and negotiation • Problem-solving • Leadership and personnel management

	<ul style="list-style-type: none"> • Monitoring and review skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Capitalize Change and Creativity
Unit Code	AGR CAM5 15 0118
Unit Descriptor	This unit specifies the outcomes required to plan and manage the introduction and facilitation of change; particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

Element	Performance Criteria
1. Participate in planning the introduction and facilitation of change	1.1. Concept, nature importance and objective of change are understood. 1.2. Steps tools and approaches of changes are planned and made in consultation with appropriate stakeholders . 1.3. The relationship among innovation, quality, change and cost is understood. 1.4. Environments that facilitate the expedition of change are understood. 1.5. Change resistance reducing techniques are identified and implemented.
2. Manage growth and transition of business	2.1. Needs for growth are identified. 2.2. Growth strategies are identified. 2.3. Selected growth strategies are implemented.
2 Develop creative and flexible approaches and solutions	3.1. Concepts, types and nature of problem are understood. 3.2. Variety of problem solving techniques and approaches are identified and analyzed to manage workplace issues. 3.3. Risks are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization. 3.4. Workplace is managed in a way which promotes the development of innovative approaches and outcomes. 3.5. Creative and responsive approaches to resource management are used to improve productivity and services, and/or reduce costs.
3 Manage emerging challenges and opportunities	3.1. Future challenges and opportunities are identified in reference to global business situation 3.2. The role of technology and its value additions are explained. 3.3. Technology and innovation based system is introduced and implemented

	<p>3.4. Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities.</p> <p>3.5. Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively.</p> <p>3.6. Opportunities are identified and taken as appropriate to make adjustments and respond to the changing needs of customers and the organization.</p> <p>3.7. Information needs of individuals and teams are anticipated and facilitated as part of change implementation and management.</p> <p>3.8. Recommendations are identified, evaluated and negotiated for improving the methods to manage change with appropriate individuals and groups.</p>
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Variables	Range
Appropriate stakeholders	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Organization directors and other relevant managers • Teams and individual employees who are both directly and indirectly involved in the proposed change • Union/employee representatives or groups • OHS committees • Other people with specialist responsibilities • External stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies
Change resistance reducing techniques	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Education and communication • Participation and involvement • Facilitation and support • Negotiation and agreement • Manipulation and cooptation • Explicit and implicit coercion
Needs for growth	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Survival • Economies of scale • Expansion of market • Owners mandate • Technology • Government policy and Self sufficiency
Growth Strategies	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Franchising • Outsourcing • Sub-contracting and Merging

Risks	May include financial and non-financial risks
Information needs	May include, but not limited to: <ul style="list-style-type: none"> • New and emerging workplace issues • Implications for current work roles and practices including training and development • Changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections • Planning documents • Reports • Market trend data • Scenario plans and customer/competitor data

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge to: <ul style="list-style-type: none"> • Participate in planning the introduction and facilitation of change • Manage growth and transition of business • Develop creative and flexible approaches and solutions • Manage emerging challenges and opportunities
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination • Growth strategies • The principles and techniques involved in: <ul style="list-style-type: none"> ➢ Change and innovation management ➢ Development of strategies and procedures to implement and facilitate change and innovation • Use of risk management strategies: <ul style="list-style-type: none"> ➢ Identifying hazards, ➢ Assessing risks and implementing risk control measures ➢ Problem identification and resolution ➢ Leadership and mentoring techniques ➢ Management of quality customer service delivery ➢ Consultation and communication techniques ➢ Record keeping and management methods ➢ The sources of change and how they impact ➢ Factors which lead/cause resistance to change ➢ Approaches to managing workplace issues
Underpinning Skills	Demonstrate skills on: <ul style="list-style-type: none"> • Communication, planning, managing and team works
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test

	<ul style="list-style-type: none">• Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Accounting and Auditing Management Level V	
Unit Title	Manage Continuous Improvement Process (Kaizen)
Unit Code	AGR CAM5 16 0118
Unit Descriptor	This unit describes the performance, outcomes, knowledge, attitude and skills required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted, rewarded and managed.

Element	Performance Criteria
1. Diagnose the current status.	1.1. Parameters used for study current situation are obtained. 1.2. Internal and external environment is analyzed. 1.3. Problems related to targeted environment is recognized and identified. 1.4. Problems regarding to current situation are analyzed. 1.5. Alternatives are generated. 1.6. Best alternatives are selected.
2. Design an effective continuous improvement process (kaizen).	2.1. The values, mission and goals of kaizen management system are clarified. 2.2. The kaizen management template and a visual management logo full of purpose and meaning are developed. 2.3. A clear action strategy (master and detailed plans) is defined. 2.4. The most effective and proven kaizen tools are chosen and applied. 2.5. A practical way is identified to involve all employees in Gemba activities (top, middle and bottom).
3. Develop change capability.	3. 1. Kaizen Promotion Team Structure is developed. 3. 2. The Kaizen Training Plan is defined and started. 3. 3. Supervisors' kaizen capability and habits are developed. 3. 4. Key people are developed in terms of individual leadership capability .
4. Implement improved processes.	4.1. Sustainability/continuous improvement are promoted as an essential part of doing business. 4.2. Impacts of change and consequences are addressed for people, and transition plans implemented. 4.3. Objectives, time frames, measures and communication plans are ensured in place to manage implementation. 4.4. Contingency plans are implemented in the event of non-performance.

	<p>4.5. Failure is followed-up by prompt investigation and analysis of causes.</p> <p>4.6. Emerging challenges and opportunities are managed effectively.</p> <p>4.7. Continuous improvement systems and processes are evaluated regularly.</p> <p>4.8. Improvements are communicated to all relevant groups and individuals.</p> <p>4.9. Opportunities are explored for further development of value stream improvement processes.</p>
5. Establish direction and control.	<p>5.1. A system audit tool is defined and implemented.</p> <p>5.2. The kaizen management system is deployed across all company levels and functions.</p> <p>5.3. Results are checked and corrections made.</p> <p>5.4. Standard operating procedures are developed and maintained.</p> <p>5.5. The recruit, training and evaluation systems are improved and HR practices compensated.</p>

Variables	Range
Parameters	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Working condition • Resources May Include, but not limited to: <ul style="list-style-type: none"> ➢ Human ➢ Material and Machine • Kaizen Element
Kaizen management template	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Visual management board for: <ul style="list-style-type: none"> ➢ Displaying characteristic figures, data and graphics ➢ Depicting and controlling processes ➢ Identifying and marking sources of risks, setting and standards ➢ Displaying company's values and goals of kaizen
Kaizen tools	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • 5S (a visual workplace management) • 7 QC tools(Cause and Effect Diagram, Check Sheet , Pareto Diagram , Histogram, Scatter Diagram, Control Chart and Flow Chart) • Brainstorming • Basic Industrial Engineering (IE) tools such as time study, motion study, line balancing, work sampling • JIT (JUST IN TIME) principles • MUDA identification and elimination tools • Kanban

	<ul style="list-style-type: none"> • Poka-yoke and Takt- time
Gemba activities	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Value-adding activities to satisfy the customer • Employee autonomous operations (participating in team to identify nonconformity, propose solutions and implement them autonomously)
Individual leadership capability	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Personal and interpersonal skills • Courage • Honour and integrity • Energy and drive • Strategic skills • Operating and Organizational positioning skills
Sustainability/continuous improvement	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Improvements made by following PDCA (Plan, Do, Check and Act) cycle for: <ul style="list-style-type: none"> ➢ Improvements in one's own work ➢ Saving in energy, material and other resources ➢ Improvements in the working environment ➢ Improvements in machines and processes ➢ Improvements in jigs and tools ➢ Improvement in office work ➢ Improvements in product quality ➢ Ideas for new products ➢ Customers services and customer relations
System audit tool	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • 5S audit • Patrol system • Kaizen board • 5M check lists and Key Performance Indicators (KPIs)
Standard operating procedure	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Administrative standards for: <ul style="list-style-type: none"> ➢ Managing the business ➢ Administration ➢ Personnel Guidelines ➢ Job Descriptions ➢ Guidelines for preparing cost information • Operation standards for: <ul style="list-style-type: none"> ➢ Describing the way a job is done. ➢ Help realising Quality, cost, delivery. ➢ Addressing the need to satisfy customers. ➢ Using the process that's the best. ➢ Producing work in the most cost effective manner. ➢ Assuring total quality for the customer.
HR practices	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Resources May Include, but not limited to: <ul style="list-style-type: none"> ➢ Recruit and retain high quality people with innovative skills and a good track, record in innovation

	<ul style="list-style-type: none"> • HR development is used for: <ul style="list-style-type: none"> ➢ strategic capability and provide encouragement and facilities for enhancing innovating skills and enhancing the intellectual capital of the organization • Reward will: <ul style="list-style-type: none"> ➢ Provide financial incentives and rewards and recognition for successful innovation
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Evidence Guide	
Critical Aspects of Assessment	<p>Demonstrates skills and knowledge competencies to:</p> <ul style="list-style-type: none"> • Establish policy and cross-functional goals for kaizen • Deploy and implement goals as directed through policy deployment and cross-functional management. • Realize goals through deployment and audits. • Build systems, procedures, and structures conducive to kaizen. • Use kaizen in functional capabilities. • Introduce Kaizen as a corporate strategy • Provide support and direction between allocating resources • Establish, maintain and upgrade standards. • Make employees conscious through training programs. • Assist employees develop skills and tools for problem solving.
Underpinning Knowledge and Attitude	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Quality management and continuous improvement theories • Creativity/innovation theories/concepts • Competitive systems and practices tools, including: <ul style="list-style-type: none"> ➢ 5S ➢ JUST IN Time (JIT) ➢ Mistake proofing ➢ Process mapping ➢ Establishing customer pull ➢ Setting of KPIs/metrics ➢ SOP ➢ Kaizen Element/targets. ➢ Identification and elimination of waste/MUDA ➢ Continuous improvement processes including implementation, monitoring and evaluation strategies for a whole organization and its value stream ➢ Difference between breakthrough improvement and continuous improvement ➢ Organizational goals, processes and structure ➢ Approval processes within organization ➢ Methods of determining the impact of a change ➢ Customer perception of value ➢ Define, Measure, Analyze, Improve and Control (DMAIC) to sustain process

Underpinning Skills	<p>Demonstrate Skills to:</p> <ul style="list-style-type: none"> • Use leadership skills to foster a commitment to quality and openness to improvement. • Analyze training needs and implementing training programs • Prepare and maintain quality and audit documentation • Undertake self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts • Communicate at all levels in the organization and to audiences of different levels of literacy and numeracy • Analyze current state/situation of the organization. • Analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • Solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause • Negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, employees and members of the community. • Review relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: <ul style="list-style-type: none"> ➤ Key Performance Indicators (KPIs) for existing processes ➤ Quality statistics ➤ Delivery timing and quantity statistics ➤ Process/equipment reliability ('uptime')
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Sector: Agriculture

Sub Sector: Agricultural Cooperative



