



Federal Democratic Republic of Ethiopia

OCCUPATIONAL STANDARD

**COOPERATIVE BUSINESS
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 Ethiopia 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 Business Management		
Occupational Code: AGR CBM5		
<i>NTQF Level V</i>		
AGR CBM5 01 0118 Apply Legal Principles in Cooperative	AGR CBM5 02 0118 Manage Cooperatives Environmental Performance	AGR CBM5 03 0118 Develop Sustainability Strategy for Cooperatives
AGR CBM5 04 0118 Manage Human Resource Information System	AGR CBM5 05 0118 Monitor Cooperative Societies Governance Activities	AGR CBM5 06 0118 Manage Cooperative Finance
AGR CBM5 07 0118 Administer Cooperative Promotion and Development	AGR CBM5 08 0118 Handle Performance Management System	AGR CBM5 09 0118 Manage Cooperative Risk
AGR CBM5 10 0118 Manage Budgets and Financial Plans	AGR CBM5 11 0118 Manage Contracts	AGR CBM5 12 0118 Manage Knowledge Management System
AGR CBM5 13 0118 Manage Conflict	AGR CBM5 14 0118 Manage Meetings	AGR CBM5 15 0118 Develop Workplace Policy and Procedures for Sustainability
AGR CBM5 16 0118 Contribute to Organization Development	AGR CBM5 17 0118 Devise and Conduct Community Consultations	AGR CBM5 18 0118 Manage Compliance with in Legislative Framework
AGR CBM5 19 0118 Manage Project Quality	AGR CBM5 20 0118 Capitalize Change and Creativity	AGR CBM5 21 0118 Manage Continuous Improvement Process (Kaizen)

Occupational Standard: Cooperative Business Management Level V	
Unit Title	Apply Legal Principles in Cooperative
Unit Code	AGR CBM5 01 0118
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	<p>1.1. Client's circumstances that require advice on contract or consumer, and cooperative law matters are identified</p> <p>1.2. Cooperatives law and related legislation, regulation and practice are researched</p> <p>1.3. Different types of relevant contract, cooperatives and consumer transactions are identified, and their legal context, establishment procedures and purpose clearly outlined</p> <p>1.4. Legal principles applying to contract, cooperatives and consumer matters that are relevant to client circumstances are identified</p>
2. Analyse legal issues and risks associated with operation of a business	<p>2.1. Areas of risk in application of law in cooperatives law matters are identified</p> <p>2.2. How legal issues impact on different types of business structures and legal entities is analysed</p> <p>2.3. Relevance to client circumstances and implication of risks are evaluated for structure, operation and performance of different legal entities</p>
3. Apply knowledge of contract and consumer laws to client circumstances	<p>3.1. Client's available information is collected and collated for analysis</p> <p>3.2. Available information is interpreted, analysed and processed to obtain required knowledge applicable to client's circumstances</p> <p>3.3. Advice and guidance of specialist are sought, if required, to interpret, analyse and synthesise client and legal information</p> <p>3.4. Advice is provided to clients based on their circumstances and relevant law</p>
4. Maintain legal knowledge	<p>4.1. Client's circumstances are reviewed and any changes in relevant aspects of cooperatives law applied</p>

	<p>4.2. Relevant legal sources are reviewed regularly and any changes in daily work applied</p> <p>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</p>
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

	<ul style="list-style-type: none"> ➤ contents – express terms, exclusion clauses • Legal concepts and scope of consumer law misleading and deceptive conduct function of the Competition and Consumer Act
Underpinning Skills	<p>Demonstrate Skills to:</p> <ul style="list-style-type: none"> • Identify, plan and implement strategies to manage gaps in personal knowledge • 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: Cooperatives Business Management Level V	
Unit Title	Manage Cooperatives Environmental Performance
Unit Code	AGR CBM5 02 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required in the development, maintenance and evaluation of the organization's environmental considerations and procedures in regard to cooperative sustainability.

Element	Performance Criteria
1. Develop a business plan to enhance environmental performance	<p>1.1. A business plan is developed that reflects the organization's policies and commitment to environmental sustainability as an integral part of business operations</p> <p>1.2. Procedures are developed to maximize/enhance integration of environment, finance, safety and other areas of impacts and opportunities</p> <p>1.3. Procedures are developed to maximize environmental opportunities and minimize environmental impacts, and expert advice is obtained as required</p> <p>1.4. Continuous improvement policies and practices <i>monitor</i> and report on the environmental performance of the organisation</p> <p>1.5. The organization's activities and products are designed to minimize life cycle impacts</p> <p>1.6. Financial and human resources for the operation of environmental systems are identified, sought and/or provided as required</p> <p>1.7. Changing trends and opportunities relevant to the organisation are identified, analyzed and taken into account at the planning stage</p>
2. Manage environmental impact and opportunity	<p>2.1. Identification and assessment of existing and potential environmental impacts and opportunities is conducted and advice is sought as required</p> <p>2.2. Procedures for ongoing management of environmental impacts and opportunities are developed and integrated with the organization's policies and procedures</p> <p>2.3. Environmental phenomena are addressed at the planning, design and evaluation stages of any change in the workplace to ensure that ongoing impacts and opportunities are identified</p> <p>2.4. Contingency plans are established to manage impacts</p>

	<p>and opportunities when long-term solutions are not readily available</p> <p>2.5. Ongoing training program is developed to identify and fulfill employees' environmental training needs</p>
3. Promote innovation and opportunity	<p>3.1. Continuous improvement and sustainable innovation are promoted as an essential part of doing business</p> <p>3.2. Procedures are developed to analyze and communicate the costs and benefits of innovations and improvements</p> <p>3.3. New ideas are actively sought and entrepreneurial behavior is encouraged in employees, workplace committees and teams</p> <p>3.4. Procedures are established to actively seek the support of the supply chain for implementing sustainable innovation and continuous improvement</p> <p>3.5. Members of the supply chain are encouraged to meet high standards of environmental performance</p>
4. Manage system to record and report environmental impacts and opportunities	<p>4.1. System is managed to record and report environmental performance as an integral part of the organization's record keeping and performance evaluation system</p> <p>4.2. Patterns of environmental non-compliance are identified and addressed and opportunities for environmental management improvements are acted upon</p>
5. Evaluate environmental performance	<p>5.1. Processes are developed to ensure that ongoing evaluation of environmental performance, is part of the organization's procedures</p> <p>5.2. Environmental performance is evaluated following organizational procedures</p>

Variable	Range
Environmental sustainability	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Organizational culture and operations • Internal or external economic climate • Political climate • Market focus/considerations
Environmental opportunities	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Technology or innovation • Government policy changes • Socioeconomic development • Demographic changes • Ecological change

	<ul style="list-style-type: none"> • Competitors • Suppliers • Consumers
Environmental performance	<p>May be defined as: A measure of an organization's impact on the environment and of their ability to manage that impact</p>
Life cycle impacts	<p>May be defined as:</p> <ul style="list-style-type: none"> • Tendering and purchasing processes to include life cycle criteria • Product design and manufacture • Packaging skills • Product use • Product disposal
Supply chain	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Members/Producers • Consumers • Suppliers • Contractors • Others acting with agricultural cooperatives

Evidence Guide	
Critical Aspects of Competence	<p>Evidence will need to be provided of the ability to:</p> <ul style="list-style-type: none"> • Identify, plan, manage and promote environmental sustainability within the organization and • Contribute to the development of environmental management that minimize impacts and maximize opportunities within the agricultural cooperatives
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Relevant legislation appropriate government that affects agricultural cooperative business operation, especially in regard to Occupational Health and Safety, equal opportunity, cooperation among cooperatives and anti-discrimination with investor oriented firms • Required knowledge is to be limited to that which is sufficient to perform the particular management function and is intended to promote agricultural cooperative business environment awareness • Relevant business planning concepts • Agricultural cooperative business environment sustainability as a " whole-system" approach • Quality assurance procedures • Strategies to maximize opportunities and minimize environment impact • Relevant training and record keeping concepts

	<ul style="list-style-type: none"> • Ecological systems in regard to agricultural cooperatives business operation
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Communication/consultation to ensure all relevant groups and individuals are advised of what is occurring and are provided with an opportunity for input • Conflict management to mediate, negotiate and/or attempt to obtain consensus between parties • Analysis to identify potential environmental and ecological impacts and opportunities in regard to agricultural cooperative business environment operation • Problem solving to deal effectively with environmental impacts and opportunities 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	<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 Business Management Level V	
Unit Title	Develop Sustainability Strategy for Cooperatives
Unit Code	AGR CBM5 03 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required to cooperative sector and covers the application of knowledge, skill and attitude to carry out sustainability issues in cooperatives.

Element	Performance Criteria
1. Determine factors that influence sustainability	<p>1.1. Methods influencing factors of cooperative business environment are identified.</p> <p>1.2. Influencing factors of cooperatives are assessed and identified</p>
2. Determine strategies	<p>2.1. Sustainability strategies are developed based on participatory approach procedures.</p> <p>2.2. Strategies are determined based on decisions made.</p> <p>2.3. Activities that ensure sustainability are identified based on identified strategy.</p> <p>2.4. Implementation strategies are designed based on existing situation.</p>
3. Implement sustainability strategy	<p>3.1. Discussion is made with local authorities and leaders and representatives of cooperatives to facilitate sustainable strategy implementation process following work place regulation.</p> <p>3.2. Designed sustainability strategies are implemented based on plan.</p> <p>3.3. Follow up mechanism is set by cooperative members to assess and evaluate sustainability of the cooperative</p>

Variable	Range
Cooperative business environment	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Political • Economical • social • Technological • Competitors • Other cooperatives • managerial
Participatory approach	<p>Interactive works with:</p> <ul style="list-style-type: none"> • Cooperative members

	<ul style="list-style-type: none"> • Board or Management, control and other committees • Hired management • Other stake holders like relevant government, agencies' NGOs
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Evidence Guide	
Critical Aspects of Competence	<p>Assessment requires the candidate:</p> <ul style="list-style-type: none"> • Indicate sustainability issues • Identify influencing factors in designing and implementing sustainable strategies to follow-up mechanism
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Cooperative marketing and business management • Sustainability issues • Assessment techniques • Participatory approach • Gender issues • Cooperatives' issues
Underpinning Skills	<p>Demonstrate skills of</p> <ul style="list-style-type: none"> • Basic computer skills • communication skills • Participatory Rural Appraisal(PRA) techniques • Managerial skills
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 Business Management Level V	
Unit Title	Manage Human Resource Information System
Unit Code	<u>AGR CBM5 04 0118</u>
Unit Descriptor	This unit covers the knowledge, skills and attitude required to manage human resources information systems from the research and planning stages, through selection of appropriate systems, to implementation, ongoing review and system upgrades.

Element	Performance Criteria
1. Identify human resources information requirements	<p>1.1. Information requirements of users are collected and documented</p> <p>1.2. Communication processes are identified to support user needs</p> <p>1.3. Information requirements and communication processes are agreed with users and relevant managers</p> <p>1.4. Draft information systems management plan are developed with agreed review mechanisms, timeframe and criteria</p> <p>1.5. Information requirements are specified in a clear and concise manner</p> <p>1.6. Information requirements are ensured to be consistent with organizational objectives and policies</p> <p>1.7. Resources required to meet the information requirements are identified within budget parameters</p>
2. Select human resources information management system	<p>2.1. Selection criteria are agreed for the information management system with relevant groups and individuals</p> <p>2.2. Selection criteria are ensured for the system that has the capability to meet organization's objectives, policies and budget parameters</p> <p>2.3. Potential systems are evaluated against the criteria</p> <p>2.4. Cost benefit and risk analysis are undertaken in relation to the systems which meet the selection criteria</p> <p>2.5. Preferences are established for system and selection report is provided to senior managers</p> <p>2.6. Ensure that preferred system is made capable of being customized to meet organization and user requirements</p>

3. Implement human resources information system	<p>3.1. Implementation plan is developed with users, other relevant groups and individuals</p> <p>3.2. Implementation plan's roles and responsibilities are confirmed with individuals and groups involved</p> <p>3.3. Resources are assigned to meet implementation plan timeframe, quality and other objectives</p> <p>3.4. Implementation schedule is modified to resolve any problems arising</p> <p>3.5. Groups and individuals contribute are ensured to implementation in accordance with plan objectives</p>
4. Monitor and evaluate performance of human resources information system	<p>4.1. Information system performance is monitored and performance reports are prepared</p> <p>4.2. Feedback is obtained from users about the system</p> <p>4.3. System performance is benchmarked against other systems, and latest trends and developments</p> <p>4.4. Performance gaps and current strategies are analyzed and improvements introduced</p>

Variable	Range
Information requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Career development • Employee relations and organizational relations • Employee support • Human resources development • Legislative requirements • Organizational development • Performance management • Recruitment, selection, promotion and induction • Re-deployment of employees • Termination of employees • Workforce planning
Draft information systems management plan	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Proposed system objectives, methods of management, timeframes and other criteria • Specification of system requirements for the purposes of selecting appropriate systems to manage the information
Relevant groups and individuals	<ul style="list-style-type: none"> • Means all those who have a role in the implementation of policies, procedures or decisions and/or are affected by their implementation

Cost benefit analysis	<ul style="list-style-type: none"> Means calculation to determine whether the results/outcomes of a particular course of action are sufficient to justify the costs and risks in taking that action
Risk analysis	<ul style="list-style-type: none"> Means determination of the likelihood of a negative event preventing the organization meeting its objectives and the likely consequences of such an event on organizational performance

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate skills and knowledge in:</p> <ul style="list-style-type: none"> Assessment of written reports on HRIS specification, selection and implementation Implementation plan for an HRIS and associated management skills to oversee transition and implementation of a new HRIS Knowledge of the types of HRIS available and their respective capabilities and limitations
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> Monitoring, measuring and evaluation techniques for a range of human resource management functions Procurement procedures, including preparation of a technical brief Types of HRIS that are available and their respective capabilities and limitations
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> Literacy skills to write specifications for systems People management skills to work with contractors or staff who will be implementing the HRIS Planning and organizing skills to transition the HRIS Technology skills to ensure suitability of software for organizational requirements
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 Business Management Level V	
Unit Title	Monitor Cooperative Societies Governance Activities
Unit Code	AGR CBM5 05 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to research cooperatives governance reporting trends, examine cooperatives governance standards and practices, and review compliance to develop and implement processes and procedures for meeting cooperatives governance obligations.

Element	Performance Criteria
1. Establish cooperative governance standards and practices	<p>1.1. Application of and adherence to professional and legal accounting standards are monitored to identify emerging trends and interpretations of statutory and other regulatory requirements</p> <p>1.2. Audit reports and practices are researched to assess methodologies and recommendations</p> <p>1.3. The right standard and practice recommended for the purpose are developed</p>
2. Identify cooperative governance reporting trends	<p>2.1. Organisational practices are analysed to identify cooperatives governance obligations and performance</p> <p>2.2. Queries are examined from statutory and other regulatory authorities for cooperatives governance failure to assess change effects on internal control procedures</p> <p>2.3. Content and structure of reports, returns and processes for review are assessed to evaluate policies being followed by organisation</p>
3. Determine processes for cooperatives governance adherence	<p>3.1. Internal control procedures are analysed and monitored to determine performance indicators for compliance with cooperatives governance requirements</p> <p>3.2. Information technology systems are evaluated to determine their use and suitability for recording data from operations and transactions for cooperatives governance obligations</p> <p>3.3. Management processes are established to support cooperatives governance</p> <p>3.4. Reporting plans are established to ensure completion of compliance requirements within scheduled timeframes</p>

4. Review cooperatives governance compliance	<p>4.1. Achievement of performance indicators are assessed and reviewed against key result areas</p> <p>4.2. Compliance preparation processes are monitored and reviewed in line with cooperatives governance requirements</p> <p>4.3. Failures are analysed in compliance to diagnose shortcomings and remedy processes in line with cooperatives governance requirements</p>
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Variable	Range
Statutory	May include, but not limited to: <ul style="list-style-type: none"> • Cooperative laws • Legal Agreements • Contracts

Evidence Guide	
Critical Aspects of Competence	Must demonstrate skills and knowledge to: <ul style="list-style-type: none"> • Access and critically analyses complex documentation, including relevant cooperatives governance legislation, to identify key information relevant to requirements • Produce a range of written documentation, matching style of writing to the audience and purpose • Use clear language, correct terminology, grammar and spelling to convey meaning • Accurately analyse financial and numerical information embedded in a range of texts and tasks to evaluate requirements • Ensure currency of knowledge relating to legislation, regulations and policies applicable to governance and professional requirements • Take full responsibility for following policies, procedures and legislative requirements and identifies organisational implications of changes to legislation or regulations • Consult with personnel on internal procedures using questioning and active listening to elicit, convey and clarify information • Plan, organise, implement and review systems and processes to manage compliance with relevant cooperatives regulations and legislation • Take responsibility for planning, sequencing and prioritising complex tasks and own workload for efficiency and effective outcomes

	<ul style="list-style-type: none"> • Use systematic analytical problem-solving processes in complex, routine and non-routine situations, gathering information and identifying and evaluating options against criteria • Evaluate the effectiveness of systems and processes to inform decisions on how to implement improvements • Recognise and anticipate a range of problems, implementing contingency plans when appropriate • Recognise opportunities to develop and apply new ideas • Use a range of digital technologies to access, extract and share relevant information to achieve required outcomes
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Authority regulations and requirements • The key features of current financial legislation, and statutory and regulatory requirements • the current formats required for submission of statutory returns • Ethical considerations relating to compliance and governance • The key management processes that support cooperatives governance • The forms and functions of employee records • The key principles of: <ul style="list-style-type: none"> ➤ internal control ➤ valuation and common methods of depreciation • The significance of performance indicators and key result areas relevant to monitoring cooperatives governance activities.
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Research cooperatives governance reporting trends • Determine processes for monitoring cooperatives governance adherence • Examine and review cooperatives governance standards and practices following: <ul style="list-style-type: none"> ➤ professional accounting standards ➤ organizational policy and procedures\ ➤ Statutory and regulatory requirements.
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	Competence may be assessed in the work place or in a simulated work place setting.
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Occupational Standard: Cooperatives Business Management Level V	
Unit Title	Manage Cooperative Finance
Unit Code	AGR CBM5 06 0118
Unit Descriptor	This unit involves the knowledge, skills and attitude 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) • Cooperative law • Cooperative bylaws • Internationally accepted cooperative principles and values
Relevant accounting Procedures	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Accrual/cash • Single entry/double entry • Manual/computerized
Relevant people	<p>May include, but not limited to::</p> <ul style="list-style-type: none"> • Members • Partners • Financial backers • Family members • Regulatory bodies
Financing bodies	<p>May include, but not limited to::</p> <ul style="list-style-type: none"> • Banks • Micro finance institutions • Savings and credit cooperatives
Credit system	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Debt collection • Trading terms • Credit limits • Payment options and Credit references
Financial ratios	<p>May include, but not limited to:</p> <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 planning, administering monitoring and review of 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 • 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	Demonstrate skills in: <ul style="list-style-type: none"> • Interpreting 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	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: Cooperatives Business Management Level V	
Unit Title	Administer Cooperative Promotion and Development
Unit Code	<u>AGR CBM5 07 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to conduct cooperative promotion and development that meets the client's needs. It encompasses methods of cooperative awareness creation, feasibility study of cooperatives, cooperatives development strategy, cooperative extension systems will be covered under this competency.

Element	Performance Criteria
1. Conduct services and product need analysis	<p>1.1. Tools are developed to assess needs of cooperatives members</p> <p>1.2. Needs priorities of members are identified</p> <p>1.3. The resources and other inputs to be used from cooperatives in the training are identified</p> <p>1.4. The feasibility of the training undertaking is determined</p> <p>1.5. The appropriate and concerned stakeholders are involved to play role in the process and beneficiary to the program</p> <p>1.6. The importance of the needs is promoted using appropriate tools</p>
2. Provide cooperative extension services	<p>2.1. Methods of cooperative extension services are reviewed</p> <p>2.2. Current cooperative situation is analysed to determine opportunities and constraints</p> <p>2.3. Suitable means of cooperative development methods are identified and advised</p> <p>2.4. The identified means of development are used for the cooperative enhancement</p> <p>2.5. Cooperative training is planned and conducted based on identified gaps of cooperatives</p>
3. Evaluate the performance of the training program	<p>3.1. The tools are prepared for assessment of the training program for cooperatives</p> <p>3.2. The performance and gaps of the training in each sessions are assessed</p> <p>3.3. The feedbacks are collected and used for future development strategy and designing input changed</p>

Variable	Range
Needs priorities	May include, but not limited to: <ul style="list-style-type: none"> • Members plan • Members gap • Members services gap • Members product gap
Concerned stakeholders	May include, but not limited to: <ul style="list-style-type: none"> • Appropriate authority • Cooperative promotion officers • Cooperative experts • Cooperatives leaders • Cooperative professionals association

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to: <ul style="list-style-type: none"> • Develop ways of training conducting need assessment. • Apply training need assessment • Develop training • Apply current common cooperatives training needs in relation to relevant to the members and cooperatives need
Underpinning Knowledge and Attitudes	Demonstrate knowledge in: <ul style="list-style-type: none"> • Cooperatives concepts • Legal system • Cooperative extension • Cooperative communication examine legal concepts and scope of contract law with reference to: • Cooperative training concepts and scope
Underpinning Skills	Demonstrate skills in: <ul style="list-style-type: none"> • Describing cooperative training concepts and scope • Cooperative formation and promotion skill • Establishing and working with cooperative skill • Communication skill Identifies, plans and implements strategies to manage gaps in personal knowledge • Critically analysing complex documentation from a variety of sources and consolidates information relating to specific criteria to determine requirements • Preparing documents that are constructed logically, succinctly and accurately to express ideas and explore complex issues • Gathering and analysing data and seeks feedback to improve plans and processes

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 Business Management Level V	
Unit Title	Handle Performance Management System
Unit Code	<u>AGR CBM5 08 0118</u>
Unit Descriptor	This unit covers the knowledge, skills and attitude required in application of knowledge, skills and attitudes required to analyze work process, existing technology and performance to handle performance management system.

Element	Performance Criteria
1. Conduct work process analysis	1.1. Core process of work is identified according to organizational strategy. 1.2. Standards are defined for the whole performance processes based on the organizations objectives. 1.3. Linkages and promotion performance is examined based on achievement. 1.4. Process effectiveness is checked against best performance practice. 1.5. Work process performance gaps are identified based on relevant documents. 1.6. Performance gaps are analyzed on the basis of work strategy. 1.7. Work process is revised based on source information.
2. Analyze technology and equipment.	2.1. Existing technology and equipment are reviewed against market linkage target . 2.2. Latest technologies and equipment are identified and documented according to enterprise needs. 2.3. Existing technologies & equipment are evaluated against available latest technology and equipment for the purpose of identifying performance gap. 2.4. Technology gaps are analyzed and validated against preset standard. 2.5. Acquisitions of appropriate new technology and equipment are performed in line with the existing organizations policy.
3. Analyze management performance	3.1. Relevant codes of practice are identified and implemented according to working regulation. 3.2. Appropriate knowledge, skill and information management methods are identified in line with enterprise guideline/strategy.

	<p>3.3. Human Resources management practices are assessed against best practice criteria.</p> <p>3.4. Team commitment to attaining results is built up by providing motivation and celebrating achievements</p> <p>3.5. Management process gaps are identified and analyzed with reference to observation, appraisal and feed backs.</p> <p>3.6. Actions are recommended/ adopted based on source information and need.</p> <p>3.7. Reporting and documenting procedures are designed in line with cooperative guidelines.</p> <p>3.8. The analyzed business strategies are evaluated in response to change, new opportunities and risks based on enterprise policy.</p> <p>3.9. Organizational strategies and procedures are reviewed based on the outcome of the performance management appraisal.</p>
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Variable	Range
Market linkage target	May relate but not limited to: <ul style="list-style-type: none"> • Identified target market • Wholesalers and/or retailer • Customers • Competitors • Suppliers • Consumers
Strategies	May include, but not limited to: <ul style="list-style-type: none"> • Development • Skill • Assets • Finance • Technical competence • Facilities

Evidence Guide	
Critical Aspects of Competence	Assessment requires evidence to: <ul style="list-style-type: none"> • Identify core process and management gaps, • Analyze technology and performance system • Evaluate existing strategy and propose change accordingly

Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Appraisal system • Organizational strategy. • Standards performance processes • Linkages and promotion performance • Market linkage target. • Relevant codes of practice • Human resources management practices • Management process gaps • Enterprise policy.
Underpinning Skills	Demonstrate skill in: <ul style="list-style-type: none"> • Report writing skills • Analytical skills • Communication skills • Negotiation skills • Dispute resolution skills • Decision making 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 Business Management Level V	
Unit Title	Manage Cooperative Risk
Unit Code	AGR CBM5 09 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required in the development, implementation and evaluation of a risk management plan for the organisation.

Element	Performance Criteria
1. Develop risk management plan	<p>1.1. All potential 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 Management units</p> <p>1.3. Strategic position and policy on risk management are analyzed are interpreted</p> <p>1.4. Cooperative business environment is audited to identify risk management context and potential areas of risk</p> <p>1.5. Cooperatives capability to reduce/control the likelihood of both incidents and consequences is analyzed</p> <p>1.6. Risk register is developed incorporating a probability/consequence matrix</p> <p>1.7. 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 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 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 risk management plan	<p>3.1. Procedures are 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 risk management plan reviewed on each occasion</p> <p>3.4. Evaluation of risk management is a key component of all projects/activities</p>

Variable	Range
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
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
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 organisation 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	<p>Assessment requires evidence to:</p> <ul style="list-style-type: none"> • Develop risk management plan • Implement risk management plan • Evaluate risk management plan
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <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	<p>Demonstrate skills in:</p> <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 output • 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	<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

	<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 Business Management Level V	
Unit Title	Manage Budgets and Financial Plans
Unit Code	AGR CBM5 10 0118
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	May include, but not limited to: <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	May include, but not limited to: <ul style="list-style-type: none"> • Financial managers, accountants or financial controllers • Supervisors, other frontline managers
Contingency plans	May include, but not limited to: <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	May include, but not limited to: <ul style="list-style-type: none"> • Access to specialist advice • Documentation of procedures

	<ul style="list-style-type: none"> • 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 • 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

	<ul style="list-style-type: none"> • 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
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Evidence Guide	
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

	<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 Business Management Level V	
Unit Title	Manage Contracts
Unit Code	AGR CBM5 11 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required in the skills and knowledge required to manage contracts. It includes undertaking preparations, establishing and maintaining contract management arrangements, monitoring and maintaining contract performance, and completing and reviewing contracts.

Element	Performance Criteria
1. Prepare to manage a contract	<p>1.1. Contract requirements, approvals and funding arrangements are confirmed and clarified where necessary, and obligations and limits of authority as contract manager are identified in line with contractual and organisational requirements.</p> <p>1.2. Operational element of the contract are confirmed and contact is made with specialists and stakeholders to clarify and assist with contract administration issues.</p> <p>1.3. Key contract clauses are identified and their content is clarified as necessary to ensure contract requirements are understood.</p> <p>1.4. Process, timings, and key performance indicators are identified from the contract and confirmed with stakeholders.</p> <p>1.5. Risks are confirmed and a risk management plan is developed or reviewed in line with contract requirements and organisational policy and procedures.</p> <p>1.6. Contract management strategy is developed or obtained and key details are entered from the contract.</p> <p>1.7. Contract management team is formed and roles and responsibilities are allocated.</p>
2. Implement a contract management strategy	<p>2.1. Start-up or transition arrangements are confirmed and implemented according to contract requirements and organisational procedures.</p> <p>2.2. Information and communication strategies are established to meet contractor, stakeholder and organisational needs.</p> <p>2.3. Risk management plan is monitored for effectiveness and adapted as necessary during the life of the contract.</p>

	<p>2.4. Relationship with contractors and stakeholders is established and managed according to organisational policy and procedures and probity requirements.</p> <p>2.5. Specialist expertise is obtained as necessary for progress meetings and for advice on or resolution of contract issues.</p> <p>2.6. Consideration is given to OHS, environmental and sustainability principles and corporate social responsibility principles as they apply to the contract.</p> <p>2.7. Contract information/documentation is maintained for organisational purposes according to organisational policy and procedures.</p>
<p>3. Monitor and maintain performance of a contract</p>	<p>3.1. Obligations to contractor and stakeholders are met according to contractual arrangements and organisational financial management requirements.</p> <p>3.2. Monitoring and control measures and performance indicators are used to manage performance of contract and ensure that all obligations under the agreement are being met.</p> <p>3.3. Contract variations are managed in accordance with the contract, organisational policy and procedures, and probity requirements.</p> <p>3.4. Disputes and complaints are investigated and resolved or referred according to contract requirements.</p> <p>3.5. Negotiation of issues relating to the contract is managed and approvals are obtained according to stipulations in the contract proper.</p> <p>3.6. Communication is maintained with all stakeholders on the performance of the contract according to organisational protocols and public sector standards.</p>
<p>4. Complete and review contract.</p>	<p>4.1. Client satisfaction with contract deliverables is confirmed.</p> <p>4.2. Contracts are finalised, amended, cancelled or terminated according to contractual arrangements.</p> <p>4.3. Strategies are applied to manage close-out, and ensure renewal of contract or transition to a new contract meet organisational guidelines, probity requirements and public sector standards.</p>

	<p>4.4. Review is undertaken of contract management, contractor performance relevant to measures at each stage of the contract, user satisfaction and audit results, when necessary.</p> <p>4.5. Where measures or outcomes are not met in full, variances are documented and explained.</p> <p>4.6. Information from the review and audit is used to report on contractor performance, to review contract management practice and make recommendations for improvement.</p>
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Variable	Range
Contracts	May include, but not limited to: <ul style="list-style-type: none"> • Memoranda of understanding and memoranda of agreement • In-house option directives • Common use arrangements/standing offers • Inter and intra-government agreements • Letters of intent • Licensing agreements
Specialists	May include, but not limited to: <ul style="list-style-type: none"> • Procurement and contracting • Corporate finance • Outsourced procurement or contracting advisers • Legal advisers • Functional/business • Technical • Business owner of the contract • Ohs • Environmental • Audit and probity • Appropriate cross-government department experts
Stakeholders	May include, but not limited to: <ul style="list-style-type: none"> • End users, customers or clients, and sponsors • Current or potential providers or suppliers • Technical or functional experts or advisers • Commonwealth, state or territory, and local government • The organisation • Other public sector organisations • Employees, unions and staff associations • Industry bodies • Local communities • Lobby groups and special user groups

Key contract clauses	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Specifications • Variations • Insurances • Notices • Disputes • Intellectual property • Privacy • Confidentiality • Milestones • Payments • Breaches • Penalties and Expected standards of behaviour
Risks	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Contractor inability to meet agreements • End user or buyer inability to meet obligations • Limited number of suppliers • Corruption risks • Probity risks
Contract management strategy	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Formal contract management plan • Contract management checklist • Setting up routines • Checking quality assurance systems • Transferring legal responsibility • Avoiding implied acceptance of varied conditions through non-enforcement of contractual obligations • Applying environmental, sustainability and corporate responsibility principles
Obtaining	<p>From:</p> <ul style="list-style-type: none"> • Procurement/contracting area • Specialist contract managers • Central agencies, such as state supply boards, and contract and management services • Finance area • Legal advisers • Outsourced providers of contracting services
Communication strategies	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Setting regular times to talk, meet or check on progress • Protocols for dealing with other stakeholders • Emergency contact arrangements • Diary system to monitor milestones, timeframes, receipt of deliverables, etc.

	<ul style="list-style-type: none"> Strategies for ensuring information flow at critical stages of the contract
Monitoring and control measures	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Inspections Tests Audits Reviews Meetings Progress reports Verifications Identification of non-conformances Corrective actions
Contract variations	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Change of scope Change in prices Change in quantity Change to specifications Negotiation of new terms and conditions Dissolution of contracts In writing Verbal variations, confirmed in writing Variations by action/inaction
Disputes	<p>May include, but not limited to disputes over:</p> <ul style="list-style-type: none"> Requirements Delivery schedules Price changes Additional tasking Payment schedules Complaints from third parties
Resolve	<p>Disputes include:</p> <ul style="list-style-type: none"> Conference Negotiation Mediation Expert determination Arbitration Resort to contractual conditions Legal considerations
Negotiation of issues	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Contract variations Continuous improvement Innovations Non-compliance Consequences

Review	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Planning process • Evaluation considerations at each stage of the contract • Sources and methods of gathering data • Role of audit trails, where applicable • Measuring outputs • Meeting client needs • Considering new and different ways of delivering the service or product in the future • Strategies for continuous improvement
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Evidence Guide	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • Construction of charts; use of project planning tools to assist with project monitoring • Monitoring of projects activities and budgets • Develop a contract management strategy in consultation with key stakeholders • Develop a suitable contract management plan, using templates if available • Implement the contract management plan • Manage the performance of contractors • Provide contractors with performance feedback • Manage contract disputes to achieve prompt resolution and refer to higher authority when necessary • Review contracts throughout to identify opportunities for continuous improvement • Act within own delegations and refer issues to higher authority when necessary • Uphold probity standards in all dealings with contractors.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Commonwealth, state or territory, and local government legislation, policies, practices and guidelines: • Relating to contract management, including environmental purchasing and corporate social responsibility guidance • Such as OHS and equity and diversity • Organisational procurement policies, practices and approval processes • Contract performance management • Privacy and confidentiality issues • Probity principles and issues • Codes of conduct, codes of practice and standards of individual behaviour relating to managing contracts and relationships with contractors

	<ul style="list-style-type: none"> • Whole-of-life considerations relating to the ownership, operation and disposal/completion of the goods or services • Equal employment opportunity • Financial and accounting issues relevant to the contract
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Communication skills to: <ul style="list-style-type: none"> ➢ consult and negotiate with contractors and stakeholders, involving complex oral and written exchanges of information ➢ network, within probity boundaries, with diverse stakeholders and contractors ➢ read complex documents, such as contracts, legislation and guidelines ➢ provide feedback • Teamwork skills to: <ul style="list-style-type: none"> ➢ work independently or under direction as appropriate to the situation ➢ model team leadership approaches if appropriate ➢ respond to diversity ➢ refer issues to the correct person • Problem-solving skills to apply simple supply chain management and supplier issues management to the process of contract management • Initiative and enterprise skills to: <ul style="list-style-type: none"> ➢ apply the content of complex documents, such as contracts, legislation and guidelines ➢ apply OHS, environmental, sustainability and corporate social responsibility practices in the context of contract management • Planning and organising skills to manage contract documentation • Learning skills to keep up-to-date with relevant procurement legislation, policies and procedures • Technology skills to: <ul style="list-style-type: none"> ➢ operate organisational IT systems ➢ use electronic procurement templates
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 Business Management Level V	
Unit Title	Manage Knowledge Management System
Unit Code	AGR CBM5 12 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to organize learning to use knowledge management system and to manage cooperatives by use of the system.

Element	Performance Criteria
1. Organize learning to use information or knowledge management system	<p>1.1. Learning needs of relevant personnel and stakeholders are identified for input into, and use of, an information or knowledge management system.</p> <p>1.2. Human, financial and physical resources required are identified and secured for learning activities to use an information or knowledge management system.</p> <p>1.3. Learning activities are organized and facilitated.</p> <p>1.4. Use of the system is promoted and supported throughout the organization.</p> <p>1.5. Effectiveness of learning activities is monitored and documented.</p>
2. Manage use of information or knowledge management system	<p>2.1. Ensure implementation of policies and procedures for the information or knowledge management system are monitored for compliance, effectiveness and efficiency.</p> <p>2.2. Implementation issues and problems are addressed as they arise.</p> <p>2.3. Integration and alignment with data and information systems are monitored.</p> <p>2.4. Information on achievement of performance measures is collected.</p> <p>2.5. Contingencies such as system failure or technical difficulties are managed by accessing technical specialist help as required.</p>
3. Review use of information or knowledge management system	<p>3.1. Effectiveness of system is analysed and strengths and limitations of the system are reported.</p> <p>3.2. Business and operational plan are reviewed and how effectively the system is contributing to intended outcomes is determined.</p>

	3.3. Recommendations are made for improvement to system, policy or work practices.
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Variable	Range
Relevant personnel	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Managers, leaders, supervisors and coordinators • Owners/members and board of director or committee • Staff, team members and colleagues
Stakeholders	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Clients and customers/member • Cooperatives society • Cooperatives union • Federal cooperatives agency • Employee representatives • Funding bodies • Industry, professional and trade associations • Regulatory bodies and authorities • Sponsors • Tenders, suppliers and contractors
Information or knowledge management	<p>May be defined as:</p> <ul style="list-style-type: none"> • Equipment, strategies, methods, activities and techniques used formally and informally by individuals and the organisation to identify, collect, organise, store, retrieve, analyse, share and draw on information and knowledge valuable to the work of the organisation • Comprises policies, protocols, procedures and practices to manage information or knowledge within the organisation and among relevant stakeholders
Learning activities	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Coaching and mentoring programs • Help desks • Information sessions, briefings, workshops and training programs • Paper-based or electronic (including intranet) learning opportunities • Use of expert workers such as coaches and mentors to help other personnel use the system
Policies and procedures for the information or knowledge management system	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Complying with legislative requirements (such as privacy, confidentiality and defamation requirements) and other policies and procedures • Content guidelines • Ensuring accuracy and relevance of knowledge input into the system

	<ul style="list-style-type: none"> • Mechanisms, formats and styles of input to system, including appropriate alternative formats for people with a disability • Permissions for input • Removing out-of-date, inaccurate and content that is no longer relevant • Selecting, maintaining and disposing of knowledge in the system • Sharing knowledge in the system
Performance measures	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Key performance indicators • Other systems and measures to enable assessment of how, when, where and why outcomes are being achieved • Performance objectives • Performance standards (including codes of conduct) • Qualitative or quantitative mechanisms to measure individual performance

Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Analyze of the strengths and weaknesses of information or knowledge management system/s and evaluation of suitability for a particular work or organisational context • Analyze Knowledge of relevant legislation, codes of practice and national standards
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Legislation, codes of practice and national standards, for example: <ul style="list-style-type: none"> ➢ Privacy and confidentiality legislation ➢ Freedom of information legislation • Organisational policies and procedures, for example: <ul style="list-style-type: none"> ➢ Records management ➢ Information management ➢ Customer service ➢ Commercial confidentiality • Organizational operations, and existing data and information systems
Underpinning Skills	<p>Demonstrates skills in:</p> <ul style="list-style-type: none"> • Analytical and problem-solving to ensure the system is working in accordance with organisational expectations and to deal with contingencies • Technology to work with and manage the use of the information or knowledge management system

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 Business Management Level V	
Unit Title	Manage Conflict
Unit Code	AGR CBM5 13 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required to manage conflict identify existing and potential conflict, consider conflict situation and use strategies to resolve conflict and implementation and feedback.

Element	Performance Criteria
1. Identify existing and potential conflict	1.1. If conflict exists and its possible causes are determined 1.2. Potential situations of future conflict are identified 1.3. Develop strategies to prevent conflict
2. Consider the conflict situation	2.1. The implications of conflict occurring are identified 2.2. Responsibilities within the conflict are identified 2.3. Resolution strategies are developed in consultation with conflicting parties 2.4. Professional advice is sought where needed by maintaining discretion and confidentiality 2.5. Ensure wellbeing of individuals and the organisation is considered when developing resolution strategies
3. Use strategies to resolve conflict	3.1. Strategies respecting the cultures of parties involved are promptly, appropriately and impartially implemented 3.2. Sufficient time is allowed for conflict to be resolved 3.3. The process used to resolve the conflict is monitored and evaluated 3.4. Feedbacks of performance of the strategy in cooperative matters are reviewed and assessed

Variable	Range
Prevent conflict	May include, but not limited to: <ul style="list-style-type: none"> • Fact finding mission • Consultation • Warning • Inspection and monitoring
Develop conflict resolution strategies	May include, but not limited to: <ul style="list-style-type: none"> • Separating/identify the cause problem • communication • Competition • Collaboration

	<ul style="list-style-type: none"> • Accommodating and Avoiding
Resolution conflict	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Increase understanding • Increase group cohesion • Improve self-knowledge
Cost benefit analysis	<ul style="list-style-type: none"> • Means calculation to determine whether the results/outcomes of a particular course of action are sufficient to justify the costs and risks in taking that action
Risk analysis	<ul style="list-style-type: none"> • Means determination of the likelihood of a negative event preventing the organization meeting its objectives and the likely consequences of such an event on organizational performance

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate skills and knowledge in:</p> <ul style="list-style-type: none"> • Assessment of the cause conflict and implementation • Implementation plan for conflict resolution • Use conflict resolution strategy management • Apply the evaluation of manage conflict • Ability to gives solution for future problem
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Concept of conflict management • Monitoring, measuring and evaluation techniques for a to solving conflict • Types of conflict resolution methods • Know how to identify conflict problem • Communication skills
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Management skills to resolution of conflict in work and implement • Planning and organizing skills to solve conflict • Using the methods of conflict to solving problem • Technology skills to ensure suitability of software for organizational requirements
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 Business Management Level V	
Unit Title	Manage Meetings
Unit Code	AGR CBM5 14 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required to manage a range of meetings including overseeing the meeting preparation processes, chairing meetings, organising the minutes and reporting meetings outcomes.

Element	Performance Criteria
1. Prepare for meetings	<p>1.1. Agenda is developed in line with stated meeting purpose.</p> <p>1.2. Style and structure of meeting are ensured to be appropriate to its purpose in cooperatives.</p> <p>1.3. Meeting participants are identified and notified in accordance with organizational procedures.</p> <p>1.4. Meeting arrangements are confirmed in accordance with requirements of meeting.</p> <p>1.5. Meeting papers are dispatched to participants within designated time lines.</p>
2. Conduct meetings	<p>2.1. Meetings are chaired in accordance with organizational requirements, agreed conventions for type of meeting and legal and ethical requirements.</p> <p>2.2. Meetings are conducted to ensure to be focused, time efficient and achieve outcomes.</p> <p>2.3. Meeting facilitation is ensured to enable participation, discussion, problem-solving and resolution of issues.</p> <p>2.4. Minute taker is briefed on method for recording meeting notes in accordance with organizational requirements and conventions for type of meeting.</p>
3. Follow up meetings	<p>3.1. Transcribed meeting notes are checked to reflect a true and accurate record of the meeting, and are formatted in accordance with organizational procedures and meeting conventions.</p> <p>3.2. Minutes and other follow-up documentation are distributed and stored within designated time lines and according to organizational requirements</p> <p>3.3. Outcomes of meetings are reported as required within designated time lines</p>

Variable	Range		
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Agenda	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Correspondence • Date, time and location of meeting • Date of next meeting • General business • Major agenda items • Matters or business arising from the minutes • Minutes of the previous meeting • Reports • Statement of the meeting's purpose • Welcome
Meeting purpose	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Discussion forum for internal or external clients • Planning and development of a project • Progress of a project • Range of business items • Setting of enterprise or team goals
Meeting arrangements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Booking an appropriate venue • Deciding on process for recording of meeting • Establishing costs and operating within a budget • Identifying any specific needs of participants • Organising accommodation and transport • Organising appropriate communication technology • Organising catering • Organising a minute taker • Preparing relevant documentation for participants • Scheduling date and time for the meeting
Meeting papers	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Agenda • Chairperson's report • Correspondence • Draft documentation • Financial reports • Itemised meeting papers • Notice of meeting • Previous minutes • Research reports
Designated time lines	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Contractual obligations • Formal timeframe set by the organisation • Informal timeframe set by the administrative organiser • Project time lines

	<ul style="list-style-type: none"> • Statutory requirements (e.g. For annual general meetings) • Timeframe decided by participants
Conventions	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Casting vote for chairperson • Conflict of interest provisions • Consensus required • Informal discussion • Majority of members to agree • Moving and seconding formal motions • Quorum requirements • Restricting discussion to agenda items • Speaking through the chairperson • Time limit on speakers • Waiting to be recognised by the chairperson • Voting procedures
Legal and ethical requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Codes of practice • Legislation relating to companies and associations • Requirements for public meetings
Resolution	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Agreeing on a course of action • Deferring decisions to another meeting
Minutes	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Meeting details (e.g. Title, date, time, location) • Action items • Agenda items • Apologies and attendees • Approval of the record of previous minutes • Correspondence • Date of the next meeting • Formatting from previous minutes • Lists rather than complete sentences • Matters arising from the previous meetings • Names of absent and attending participants • Organisation templates • Other business • Reports • Welcome
Storing	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Authorised access • Electronic storage in folders, sub-folders, disk drives, CD-ROM, USBs, tape or server back-up

	<ul style="list-style-type: none"> • File names according to organisational procedure • File names which are easily identifiable in relation to the content • File and folder names which identify the operator, author, section, date • Filing locations • Organisational policy for backing up files • Organisational policy for filing hard copies of documents • Security
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Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • Applying conventions and procedures for formal and informal meetings • Chairing meetings in relation to agreed agendas.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: <ul style="list-style-type: none"> • Culturally appropriate techniques to communicate with people from diverse backgrounds and people with diverse abilities • Key provisions of relevant legislation from all forms of government, standards and codes that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➤ anti-discrimination legislation ➤ ethical principles ➤ codes of practice ➤ privacy laws ➤ copyright ➤ occupational health and safety • Formats for minutes and agendas • Group dynamics • Meeting terminology, structures, arrangements and responsibilities of chairperson • Organizational procedures and policies regarding meetings, chairing and minutes.
Underpinning Skills	Demonstrates skills in: <ul style="list-style-type: none"> • Communication skills to: <ul style="list-style-type: none"> ➤ participate in sustained complex interpersonal exchanges and to interact with others ➤ listen to, incorporate and encourage feedback ➤ conduct oral presentations to a group, to consult participants and to answer questions ➤ manage and work with a group to construct an action plan ➤ chair meetings

	<ul style="list-style-type: none"> • Literacy skills to: <ul style="list-style-type: none"> ➤ categorise and organise information ➤ assess information for relevance and accuracy ➤ identify and elaborate on key agenda items and source additional information • Numeracy and time management skills to allow for sufficient meeting preparation • Problem-solving skills to choose appropriate solutions from available options.
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 Business Management Level V	
Unit Title	Develop Workplace Policy and Procedures for Sustainability
Unit Code	AGR CBM5 15 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to develop and implement a workplace sustainability policy, including the modification of the policy to suit changed circumstances.

Element	Performance Criteria
1. Develop workplace sustainability policy	1.1. Define scope of sustainability policy 1.2. Gather information from a range of sources to plan and develop policy 1.3. Identify and consult stakeholders as a key component of the policy development process 1.4. Include appropriate strategies in policy at all stages of work for minimising resource use, reducing toxic material and hazardous chemical use and employing life cycle management approaches 1.5. Make recommendations for policy options based on likely effectiveness, timeframes and cost 1.6. Develop policy that reflects the organisation's commitment to sustainability as an integral part of business planning and as a business opportunity 1.7. Agree to appropriate methods of implementation, outcomes and performance indicators
2. Communicate workplace sustainability policy	2.1. Promote workplace sustainability policy, including its expected outcome, to key stakeholders 2.2. Inform those involved in implementing the policy about expected outcomes, activities to be undertaken and assigned responsibilities
3. Implement workplace sustainability policy	3.1. Develop and communicate procedures to help implement workplace sustainability policy 3.2. Implement strategies for continuous improvement in resource efficiency 3.3. Establish and assign responsibility for recording systems to track continuous improvements in sustainability approaches

4. Review workplace sustainability policy implementation	<p>4.1. Document outcomes and provide feedback to key personnel and stakeholders</p> <p>4.2. Investigate successes or otherwise of policy</p> <p>4.3. Monitor records to identify trends that may require remedial action and use to promote continuous improvement of performance</p> <p>4.4. Modify policy and or procedures as required to ensure improvements are made</p>
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Variable	Range
Scope of sustainability policy	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • The area/s of environmental sustainability to be targeted and whether social and economic sustainability will be incorporated • The parts of the enterprise to which it is to apply, including whether it is for the whole enterprise, one site, one work area or combinations of these • An investigation of the particular business and market context of the industry/ enterprise • Addressing sustainability initiatives through reference to standards, guidelines and approaches such as: <ul style="list-style-type: none"> ➤ ISO 14001 Environmental Management Systems ➤ Life Cycle Analyses ➤ Cradle to grave/cradle to cradle ➤ Global Reporting Initiative ➤ Ecological Footprint Assessment ➤ Triple Bottom Line reporting ➤ Product Stewardship.
Stakeholders	<p>May include, but not limited to individuals and groups both inside and outside the organisation that have some direct interest in the enterprise's conduct, actions, products and services, including:</p> <ul style="list-style-type: none"> • Employees at all levels of the organisation • Customers • Suppliers • Regulators and Other organisations.
Strategies	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Awareness raising among stakeholders • Training of staff in principles and techniques of sustainability • Promotional activities. <p>Continuous improvement strategies include ongoing measuring, improving and monitoring such as:</p>

	<ul style="list-style-type: none"> • Plan, do, check, act cycles • Kaizen (continuous improvement) • Kaizen blitz (breakthrough improvement event) • Six sigma approaches <p>Environmental sustainability strategies include:</p> <ul style="list-style-type: none"> • Reducing toxic material and hazardous chemical use • Minimising resource use through changes in processes, facility design and management • Supply chain and life cycle management approaches • Sourcing renewable energy and low carbon footprint materials • Reducing, re-using, recycling and waste reduction • Product and process improvements • Carbon offsets • Reducing greenhouse gas and other emissions
Procedures	<p>All operations are performed in accordance with procedures. Procedures include all relevant workplace procedures, work instructions, temporary instructions and relevant industry and government codes and standards.</p> <p>Where reference is made to industry codes of practice, and/or Ethiopian/international standards, the latest version must be used.</p>

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • Construction of charts; use of project planning tools to assist with project monitoring • Monitoring of projects activities and budgets
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • The environmental or sustainability legislation, regulations and codes of practice applicable to the organisation identify internal and external sources of information and explain how they can be used to plan and develop the organisation's sustainability policy • Policy development processes and practices • Organisational systems and procedures that relate to sustainability • Typical barriers to implementing policies and procedures in an organisation and possible strategies to address them.
Underpinning Skills	<p>Demonstrates skills of:</p> <ul style="list-style-type: none"> • Develop organisational policies and procedures that comply with legislative requirements and support the sustainability goals covering at a minimum:

	<ul style="list-style-type: none"> ➤ minimising resource use ➤ using resource efficiency ➤ reducing toxic material and hazardous chemical use ➤ employing life cycle management approaches ➤ continuous improvement • Plan and implement sustainability policy and procedures including: <ul style="list-style-type: none"> ➤ agreed outcomes ➤ performance indicators ➤ activities to be undertaken ➤ assigned responsibilities ➤ record keeping, review and improvement processes • Consult and communicate with relevant stakeholders to generate engagement with sustainability policy development, implementation and continuous improvement • Review and improve sustainability policies.
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 Business Management Level V	
Unit Title	Contribute to Organization Development
Unit Code	AGR CBM5 16 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to contribute to the creation of an organisation development plan which ensures that the organisation will become more effective over time in achieving its goals.

Element	Performance Criteria
1. Develop organisation development plan	<p>1.1. Strategic plans are analysed to determine organisation development needs and objectives</p> <p>1.2. Relevant groups and individuals are consulted with to profile the organisation's culture and readiness for organisational development</p> <p>1.3. Who will take key roles in the organisational development process is determined and their commitment confirmed</p> <p>1.4. Data on areas of the business experiencing problems or that need realignment is collected and analysed</p> <p>1.5. Objectives and strategies are determined and agreed on for organisational development</p> <p>1.6. Change management techniques required are considered to achieve the workplace culture outcomes and build them into the organisation development plan</p> <p>1.7. Communication/education plans are developed to achieve communication objectives in relation to the desired work environment and desired approach to problem-solving and developmental activities</p>
2. Implement organisation development activities	<p>2.1. Consultative processes are identified and implemented to maximise participation in the organisation development process</p> <p>2.2. Team development and training activities are undertaken to develop collaborative approaches to problem-solving and development</p> <p>2.3. Groups are facilitated to articulate problems and to propose means for resolving the problems</p> <p>2.4. Conflict between individuals and/or groups is managed to achieve consensus or agreement</p> <p>2.5. Interventions are undertaken in accordance with the organisation development plan</p> <p>2.6. Alternative proposals are brainstormed and outcomes negotiated and agreed on</p>

3. Maintain organisation development program	<p>3.1. Surveys are undertaken to identify any loss of support for organisational development programs and activities</p> <p>3.2. Regular team meetings and individual feedback are maintained in accordance with communication plan</p> <p>3.3. Activities and interventions are set out in the organisation development plan and maintain, evaluate and modify them as required</p> <p>3.4. Senior management reinforces organisation development program are ensured by ongoing messages of support and appropriate resource allocation</p> <p>3.5. Organisation development plans are evaluated in terms of costs and benefits, including opportunity costs</p>
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Variable	Range
Change management techniques	<ul style="list-style-type: none"> • Flowcharting • Metrics and Data Collection • Force Field Analysis • Culture mapping • Project plan

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • Construction of charts; use of project planning tools to assist with project monitoring • Monitoring of projects activities and budgets
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • How to maximise participation in and support for organisation development including strategies or techniques for: <ul style="list-style-type: none"> ➢ change management ➢ consultation ➢ evaluating the process and outcomes ➢ generating ideas and options ➢ managing conflict and resolving problems • Theories of organisational behaviour and dynamics relevant to planning and implementing organisational development • He impact of legislation on organisational development and change • Aspects of organisation culture that can affect organisation development and explain how to address them in planning and implementation.

Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • analyse information and data about the organisation and develop an organisation development plan including: <ul style="list-style-type: none"> ➤ agreed objectives ➤ change management and communications strategies ➤ identified roles • implement the development plan including: <ul style="list-style-type: none"> ➤ developing the team ➤ managing conflict ➤ solving problems • consult and communicate effectively with relevant stakeholders to: <ul style="list-style-type: none"> ➤ determine agreed objectives and outcomes ➤ manage conflict ➤ monitor and promote participation in and support for the development activities ➤ evaluate the development plan and make adjustments as appropriate. ➤ project group • Problem-solving skills to propose solutions from a range of possible solutions • Research skills to select categories by which to organize information and assess information for relevance accuracy and completion • Numeracy skills to forecast predictions; interpret, compare and calculate with money; use estimation to check calculations and outcomes • 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 Business Management Level V	
Unit Title	Devise and Conduct Community Consultations
Unit Code	AGR CBM5 17 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required in devising and conducting community consultations and reporting on results. The vital and unique responsibility councils have to engage and consult with communities in order to respond to the needs of the community in a timely and effective manner is recognised.

Element	Performance Criteria
1. Devise consultation strategies	<p>1.1. A range of consultation strategies is identified and assessed for suitability.</p> <p>1.2. Interested and affected parties are identified.</p> <p>1.3. Resources required to conduct consultation are assessed.</p> <p>1.4. Consultation strategies are chosen that enable and encourage relevant groups or individuals to be involved.</p> <p>1.5. Legislative and council requirements are reviewed to ensure strategies meet all criteria.</p>
2. Conduct consultations	<p>2.1. Information is prepared that is clear, accurate and appropriate to the needs of all parties.</p> <p>2.2. All people involved in conducting the consultations are briefed on the process of consultation and the parties involved.</p> <p>2.3. Information is presented to affected parties at an appropriate time and place.</p> <p>2.4. Access and equity requirements are implemented in the consultations.</p> <p>2.5. Measures to expedite community consultation are taken to ensure consultation occurs within an identified time frame.</p> <p>2.6. Consultation is undertaken in an orderly manner to ensure all viewpoints are canvassed.</p>
3. Record, analyse and report on results	<p>3.1. Public consultation responses and processes are formatted to enable informed decision making to proceed.</p> <p>3.2. Appropriate suggestions for improvement are incorporated into design parameters.</p>

	<p>3.3. Summaries of responses and adopted amendments are provided to interested parties to ensure public consultation is recognised.</p> <p>3.4. Other issues raised during consultation are directed to relevant department or person to respond to community concern.</p> <p>3.5. An accurate report on community consultation that includes recommendations is prepared to enable informed decision making to occur.</p> <p>3.6. The overall effectiveness of the consultation process is reviewed and evaluated and action is taken where necessary.</p>
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Variable	Range
Interested and affected parties	May include, but not limited to: <ul style="list-style-type: none"> • Community groups • Other authorities • Individuals • Emergency authorities (police, fire and ambulance) • Private sector business interests • Special interest groups • Experts
Resources	May include, but not limited to: <ul style="list-style-type: none"> • Human • Financial • Locations
Consultation strategies	May include, but not limited to: <ul style="list-style-type: none"> • Public meetings • Phone-ins • Questionnaires • Informal gatherings • Door knocks • Council meetings
Enabling and encouraging relevant groups	To be involved may include, but not limited to: <ul style="list-style-type: none"> • Physical accessibility • Diverse language needs • Culture, including indigenous, youth and non-english speaking background • Physical environment • Number of people
Legislation	May include, but not limited to: <ul style="list-style-type: none"> • Local government

	<ul style="list-style-type: none"> • Anti-discrimination • Planning
Information	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Written and oral records • Anecdotes • Reports • Instructions • Directions from supervisor or management • Interviews • Formal and informal team meetings
Presentation of information	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Graphics • Models • Computer animations • Video displays • Overhead transparencies • Handouts • Display plans • Interpreter service
Access and equity	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Subject matter • Manner in which consultations are conducted • Physical accessibility • Community profile

Evidence Guide	
Critical Aspects of Competence	<p>The demonstrated ability to devise and conduct community consultations where:</p> <ul style="list-style-type: none"> • consultation ensures council's image or reputation is maintained or enhanced • community consultation produces valid and useful information
Underpinning Knowledge and Attitude	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Relevant council policies and procedures • Relevant legislation, including planning and anti-discrimination • Relevant sections of local government act • Access and equity issues • Strategies for consultation • Codes of conduct and ethics
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Consultation, presentation, negotiation and report writing • Research

	<ul style="list-style-type: none"> • Planning and organising • Information gathering and analysis
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 Business Management Level V	
Unit Title	Manage Compliance with in Legislative Framework
Unit Code	AGR CBM5 18 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude required to comply with the legislative framework, and use this framework for competitive advantage. This unit covers the knowledge, skills and attitude required to individuals working in a supervisory or management role within a team. They may work in small, medium or large enterprises and in a variety of industries. Within their role they will be required to understand the legal environment in which decisions are made in the organisation so that the organisation can avoid litigation, as well as use the legislative framework to assist strategies. Individuals in these roles will need to competently discuss legal issues with specialists, but will not be making legal decisions independently.

Element	Performance Criteria
1. Identify and interpret the legislative framework	<p>1.1. Current information about legislation is identified and located as it relates to decision making in the industry context.</p> <p>1.2. Codes of practice are identified as they relate to, and their implications analysed for the industry context.</p> <p>1.3. How legislation is analysed and the trader, consumer and competitive process are assisted.</p> <p>1.4. Sources of information and advice about the legislative framework are identified and analysed for usefulness in the industry context.</p>
2. Promote a culture of compliance with the legislative framework	<p>2.1. Benefits and essential components of the legal compliance program and how they fit with the whole of organisation compliance program are identified.</p> <p>2.2. A compliance audit and recommendations are made participatory to address identified gaps.</p> <p>2.3. Possible implications of non-compliance are identified and used to recommend changes to practice.</p> <p>2.4. A training program is designed to educate staff on compliance.</p>
3. Recommend strategies to use the legislative framework	<p>3.1. A range of methods are identified to protect the organisation's products and services being marketed and analysed against intellectual property breaches.</p>

	<p>3.2. Recommendations on strategies are made for protection of intellectual property rights and presented to key stakeholders.</p> <p>3.3. Recommendations are made to implement systems to identify intellectual property infringement by third parties.</p> <p>3.4. Remedies which could have an impact on the organisation are identified for own and other organisations' breaches of legislation.</p> <p>3.5. Others' intellectual property is accessed and effectively used within legal guidelines for business advantage.</p>
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Variable	Range
Legislation	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Door-to-door sales legislation • Legislation around intellectual property, including: <ul style="list-style-type: none"> ➤ Copyright Act ➤ Designs Act ➤ passing off ➤ Patents Act ➤ state or territory Business Names Acts ➤ Trade Marks Act • Lotteries and gaming legislation • Packaging and labelling legislation • Sale of goods legislation • State or territory competition codes • Fair Trading Acts • Trade measures legislation.
Codes of practice	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Association of National Advertisers Code of Ethics • Direct Code of Practice • Therapeutic Goods Advertising Code • Individual organisation's codes of practice.
Sources of information and advice	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Attorney-General's Department • Ethiopian Communication and Media Authority • Ethiopian Competition and Consumer Commission • Ethiopian Legal Research Institute (ELRI) • Ethiopian Agency • Ethiopian consumers Association • Ethiopian Common Law) • lawyers specialising in intellectual property

	<ul style="list-style-type: none"> • The Association of Ethiopia
Benefits	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • opportunity to improve performance and competitive advantage • incentive to make positive decisions rather than reactive and risky decisions • assisting organisation to become a good corporate citizen • preventing damage to reputation • Preventing consequences of breaking the law, such as penalties and costs.
Implications of non-compliance	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • loss of reputation • monetary and criminal penalties • cost of legal advice • liability for damages • diversion of resources away from core business activities • Negative effect on staffing.
Methods	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Copyright • Patents • Registration of designs and Trade marks.
Third parties	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Competitors • Suppliers.

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills competence to:</p> <ul style="list-style-type: none"> • Identification and application of legislation and codes of practice • Promotion of a culture of compliance with the legislative framework • Development of strategies to use the legislative framework for competitive advantage.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Components of a compliance program and compliance audit • Different methods to protect intellectual property • Key provisions of legislation, including: <ul style="list-style-type: none"> ➤ door-to-door sales legislation ➤ legislation around intellectual property, including: • Copyright Act • Designs Act • Passing off

	<ul style="list-style-type: none"> • Patents act • State or territory Business Names Acts • Trade Marks Act <ul style="list-style-type: none"> ➤ lotteries and gaming legislation ➤ packaging and labelling legislation ➤ sale of goods legislation ➤ state or territory competition codes ➤ state or territory Fair Trading Acts ➤ Therapeutic Goods Act and trade measures legislation • Key provisions of codes of practice relating: <ul style="list-style-type: none"> ➤ Association of National Advertisers Code of Ethics ➤ Direct Code of Practice ➤ Communications and Media Agency (CMA) ➤ Ethiopian Code of Practice ➤ Therapeutic Goods Advertising Code ➤ individual organisation's codes of practice ➤ sources of information and advice about law
Underpinning Skills	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"> • Analytical skills to interpret how legislation could impact on the business • Initiative and enterprise skills to identify opportunities to use the legislative framework for competitive advantage • Learning skills to design training programs that are suitable for a range of people with different learning styles • Literacy skills to produce complex reports and recommendations around compliance • Research skills to: <ul style="list-style-type: none"> ➤ locate legislation and codes of practice ➤ participate in a compliance audit • Technology skills to research the legislative framework • Verbal communication skills to: <ul style="list-style-type: none"> ➤ negotiate with legal advisers ➤ train staff on compliance
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 Business Management Level V	
Unit Title	Manage Project Quality
Unit Code	AGR CBM5 19 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

	<ul style="list-style-type: none"> 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
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Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge to:</p> <ul style="list-style-type: none"> List quality objectives, standards, levels and measurement criteria Record inspections, recommended rectification actions and quality outcomes Manage quality management system and quality management plans Apply quality control, quality assurance and continuous improvement processes Record of quality reviews List 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 • 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	<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 Business Management Level V	
Unit Title	Capitalize Change and Creativity
Unit Code	AGR CBM5 20 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	May include, but not limited to: <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

	<ul style="list-style-type: none"> ➤ The sources of change and how they impact ➤ Factors which lead/cause resistance to change ➤ Approaches to managing workplace issues
Underpinning Skills	<p>Demonstrate skills on:</p> <ul style="list-style-type: none"> • Communication, planning, managing and team works
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 Business Management Level V	
Unit Title	Manage Continuous Improvement Process (Kaizen)
Unit Code	AGR CBM5 21 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.

	<p>4.4. Contingency plans are implemented in the event of non-performance.</p> <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)

	<ul style="list-style-type: none"> • 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 • 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 • 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

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>Demonstrates 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 		
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	<ul style="list-style-type: none"> ➤ 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>Demonstrates 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

	<ul style="list-style-type: none"> ➤ 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	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.

Sector: Agriculture

Sub Sector: Agricultural Cooperative



