

Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD



**PURCHASING AND PROPERTY
MANAGEMENT**
NTQF Level V



*Ministry of Education
August 2012*

Introduction

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

The Ethiopian Occupational Standards (EOS) are - a 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 Ethiopian Occupational Standard 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, NTQF level
- Unit code
- Unit title
- Unit descriptor
- Elements and Performance criteria
- Variables and Range statement
- 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 respective 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 Unit of Titles
- contents of each Unit of Competence (competence standard)
- occupational map providing the technical and vocational education and training (TVET) providers with information and important requirements to consider when designing training programs for this standards, and for the individual, a career path

UNIT OF COMPETENCE STANDARD CHART

Occupational Standard: Purchasing and Property Management		
Occupational Code: BFS PPM5		
<i>NTQF Level V</i>		
EIS PPM5 01 0812 Develop, Implement & Review Purchasing Strategies	EIS PPM5 02 0812 Manage Supplier Relationships	EIS PPM5 03 0812 Manage a Supply Chain
EIS PPM5 04 0812 Manage Contract Performance	EIS PPM5 05 0812 Manage People Performance	EIS PPM5 06 0812 Facilitate Continuous Improvement
EIS PPM5 07 0812 Manage and Monitor Business or Records Systems	EIS PPM5 08 0812 Dispose of Assets	EIS PPM5 09 0812 Implement Asset Management Plan
EIS PPM5 10 0812 Implement Asset Maintenance Strategy	EIS PPM5 11 0812 Control Store Security	EIS PPM5 12 0812 Control Inventory
EIS PPM5 13 0812 Manage Project Quality	EIS PPM5 14 0812 Facilitate and Capitalize on Change and Innovation	EIS PPM5 15 0812 Establish and Conduct Business Relationships
EIS PPM5 16 1012 Develop and Refine Systems for Continuous Improvement in Operations		

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Develop, Implement and Review Purchasing Strategies
Unit Code	EIS PPM5 01 0812
Unit Descriptor	This unit specifies the outcomes required to develop, implement and evaluate an organization's purchasing strategies, and implement improvements to those strategies.

Elements	Performance Criteria
1. Determine purchasing objectives	1.1. The suitability of industry benchmarks Research and is analyzed for purchasing for the organization 1.2. Organization's purchasing data and information are analyzed 1.3. Consultations with relevant stakeholders and personnel are undertaken to inform development of purchasing objectives 1.4. Purchasing objectives are drafted in line with organization's goals 1.5. Approval is gained from relevant personnel for purchasing objectives
2. Develop purchasing strategies	2.1. Purchasing strategies are developed by taking into account legal requirements and purchasing objectives 2.2. Five rights are included in purchasing criteria 2.3. Human resource, financial and other plans are developed to support implementation of purchasing strategies 2.4. Changes resulting from feedback are made from relevant personnel about purchasing plans and strategies 2.5. Approval for plans are gained to implement purchasing plans and strategies
3. Implement purchasing strategies	3.1. Purchasing strategies are communicated to relevant personnel and stakeholders 3.2. Resources needed to implement purchasing strategies are accessed 3.3. Support is provided to implement purchasing strategies 3.4. Implementation of purchasing strategies is monitored by the organization 3.5. Problems and issues arising are identified and addressed during implementation of purchasing strategies 3.6. Reports are provided to relevant personnel and stakeholders on the implementation of purchasing strategies

4. Evaluate purchasing strategies and implement improvements	<p>4.1. Implementation of purchasing strategies is reviewed</p> <p>4.2. Improvements are identified to purchasing strategies from review process</p> <p>4.3. Approval is gained to implement improvements to purchasing strategies</p> <p>4.4. Improvements are communicated to relevant stakeholders and support is provided to implement improvements</p> <p>4.5. Implementation of improvements is monitored and reviewed to determine their effectiveness</p>
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Variable	Range		
Relevant stakeholders	<p>may include:</p> <ul style="list-style-type: none"> • clients • contractors • customers • suppliers • tenderers 		
Personnel	<p>may include:</p> <ul style="list-style-type: none"> • Board members • CEOs • coordinators • internal users of purchased goods and services • leaders • managers • owners • relevant staff in other work sections • staff in own work section, team members and colleagues • supervisors 		
Purchasing strategies	<p>may include:</p> <ul style="list-style-type: none"> • criteria for evaluating purchasing performance • different policies, procedures and strategies for different values of purchases • key performance indicators for purchasing • limits of authority to approve purchases • methodology for evaluating purchasing performance • organizational and industry codes of conduct and ethics • policies, procedures, guidelines and documentation formats for purchasing from suppliers including entities owned by the organization, partners, alliance members and local and distant suppliers • requirements for fairness and transparency in purchasing • environmentally sustainable purchase and supply of goods and services 		
Legal	<p>may include issues in relation to:</p> <ul style="list-style-type: none"> • access and equity 		
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requirements	<ul style="list-style-type: none"> • accreditation, licence, patent and copyright • codes of practice • data collection, storage and retrieval • ethical conduct and governance • industrial relations • insurance • occupational health and safety • operation, maintenance and service of tools, equipment, plant and machinery • planning • privacy and confidentiality • professional development • standards (Australian and international) • warranties.
The five rights	<p>are:</p> <ul style="list-style-type: none"> • right supplier: <ul style="list-style-type: none"> ➤ demonstrable expertise and experience ➤ due diligence requirements ➤ ethical conduct requirements ➤ evidence of past legal compliance ➤ requirements to use organizations linked by ownership, partnership, alliance or other arrangements • right price: <ul style="list-style-type: none"> ➤ cost/price analysis ➤ value-for-money • right quantity: <ul style="list-style-type: none"> ➤ supply guarantees • right quality: <ul style="list-style-type: none"> ➤ confidentiality and probity requirements ➤ key performance indicators ➤ measures to manage risk ➤ quality accreditation • right time: <ul style="list-style-type: none"> ➤ supply guarantees
Resources	<p>may include</p> <ul style="list-style-type: none"> • human, physical and other resources such as: <ul style="list-style-type: none"> ➤ documentation required for purchasing, such as proformas, order forms, standard tender documentation and basic standard contracts ➤ software systems for inventory management or online purchasing ➤ staff to undertake or assist with purchasing.
Support	<p>may include:</p> <ul style="list-style-type: none"> • information sessions and briefings • training programs • written information including procedures and internet or intranet-based information

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • development of purchasing objectives and strategies for an organization • implementation of those purchasing strategies in an organization • evaluation and implementation of improvements to purchasing strategies in an organization
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> ➤ consumer protection legislation ➤ contract law ➤ import of goods and services, where relevant ➤ sale of goods legislation ➤ Trade Practices Act • information about industry benchmarks for purchasing, including information from: <ul style="list-style-type: none"> ➤ peak bodies and industry associations • Ethiopian Standards organization policies and procedures related to: <ul style="list-style-type: none"> ➤ business terms and conditions for purchasing, tendering and contracting ➤ contracting and tendering ➤ ethical behaviour ➤ purchasing • product knowledge related to goods and services required by the organization • principles and practice in environmentally sustainable purchasing and supply • range of software programs used in online purchasing
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • communication and negotiation skills to liaise with suppliers and relevant stakeholders and negotiate agreement appropriate purchasing strategies • literacy skills to write purchasing policies and procedures and reports containing complex concepts • financial management skills to create and manage a budget framework for conducting purchasing activities • technology skills to operate software relating to online purchasing
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>

Assessment Methods	Competency may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Manage Supplier Relationships
Unit Code	EIS PPM5 02 0812
Unit Descriptor	This unit specifies the outcomes required to manage relationships with suppliers of larger purchases or multiple smaller purchases, where the relationship is of some significance to the organization. It covers managing purchasing agreements, resolving disagreements with suppliers, finalising agreements, and reviewing the performance of suppliers.

Elements	Performance Criteria
1. Manage purchasing agreements	<p>1.1. Supplier performance is monitored throughout the duration of agreements</p> <p>1.2. Risks in risk management plans are identified, monitored and managed throughout the duration of agreements</p> <p>1.3. Potential and actual performance issues are identified and addressed</p> <p>1.4. Resolve amendments are negotiated to agreements as a consequence of addressing performance issues</p> <p>1.5. Approval is sought and obtained for amendments</p> <p>1.6. Approved amendments are communicated to suppliers and relevant personnel</p>
2. Resolve disagreements with suppliers	<p>2.1. Causes of disagreements are identified and investigated with suppliers and their validity is assessed</p> <p>2.2. Disagreements are negotiated and resolved</p> <p>2.3. Amendments are documented to agreements as a consequence of the resolution of disagreements</p> <p>2.4. Approval for amendments is sought and obtained</p> <p>2.5. Approved amendments are communicated to suppliers and relevant personnel</p>
3. Finalize agreements	<p>3.1. All supplier obligations are confirmed as having been met prior to agreements being finalized</p> <p>3.2. Purchasing agreements are finalized on completion of contract</p> <p>3.3. Arrangements are documented to finalize agreements</p>
4. Review performance of suppliers	<p>4.1. Supplier performance is evaluated against the requirements of purchasing agreements</p> <p>4.2. Suppliers of evaluation outcomes are informed as required</p>

	4.3. Recommendations are made about future use of suppliers to relevant personnel
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Variable	Range
Agreements	may include: <ul style="list-style-type: none"> all conditions applying from commencement to completion and closure of agreement conditions set out in a contract, memorandum of understanding or other documented agreement
Risk management plans	may include: <ul style="list-style-type: none"> documentation of outcomes of risk analysis including occupational health and safety, and how risks are to be addressed
Relevant personnel	may include: <ul style="list-style-type: none"> CEOs managers leaders coordinators OHS specialists and supervisors internal users of supplied goods and services personnel involved in purchasing
Disagreements	may include: <ul style="list-style-type: none"> costs, fees and prices delivery schedules interpretations of specifications detailed in documents on which agreements are based interpretations of terms and conditions detailed in agreement quality of goods or services, including OHS performance standards
Completion of purchasing agreement	may include: <ul style="list-style-type: none"> after agreed number or volume of items have been supplied at end of fixed time period mutually-agreed time, including prior to that specified in agreement
Recommendations	may include: <ul style="list-style-type: none"> to file relevant supplier details for future reference to renew agreement for further purchasing to seek new sources of supply

Evidence Guide			
Critical aspects of Competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> successfully managed relationships with suppliers over the life of specific purchasing agreements resolution of a dispute with a supplier finalization of an agreement with a supplier 		
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	<ul style="list-style-type: none"> • evaluation of supplier performance and formulation of recommendations about future use of supplier
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> • contract law • import of goods and services, where relevant • sale of goods legislation • Trade Practices Act • methodologies to monitor, review and evaluate supplier performance <p>organization's policies and procedures related to:</p> <ul style="list-style-type: none"> • conduct and ethics • OHS • purchasing • tendering and contracting • product knowledge related to goods and services required by the organization
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • communication and negotiation skills to liaise with suppliers and relevant personnel and gain agreement on required performance levels • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • literacy skills to write reports containing complex concepts
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>
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Manage a Supply Chain
Unit Code	<u>EIS PPM5 03 0812</u>
Unit Descriptor	This unit specifies the outcomes required to manage a supply chain, including the relationships between an organization and its supply and demand partners along the chain. It covers implementing a demand driven supply chain management strategy, managing the supply chain, and evaluating and improving supply chain effectiveness.

Elements	Performance Criteria
1. Implement demand driven supply chain management strategy	<p>1.1. Responsibility for supply chain management is assigned within the organization in accordance with supply chain management strategy</p> <p>1.2. Technology and software are accessed and operated for implementation of the supply chain management system within the requirements of the strategy and budgetary allocation</p> <p>1.3. Policies and procedures are designed to guide business relations and operations in accordance with the strategy</p> <p>1.4. Supporting business processes are designed or re-designed to support implementation of the strategy</p> <p>1.5. Support is provided to staff, customers and chain is supplied to assist in implementation of the supply chain management strategy</p>
2. Manage supply chain	<p>2.1. Communication and information exchange with strategic partners and suppliers are managed in accordance with the supply chain management strategy</p> <p>2.2. Supply chain organizations are facilitated and collaborated to determine demand at each level of the supply chain in accordance with the supply chain management strategy</p> <p>2.3. Actions are implemented to build trust and foster a supply chain culture in accordance with the supply chain management strategy</p> <p>2.4. Opportunities are identified to adjust policies and procedures to respond to the changing needs of customers, supply chain and the organization</p>
3. Evaluate and improve supply chain effectiveness	<p>3.1. Demand chain management is monitored and chain management is supplied in accordance with the supply chain management strategy</p> <p>3.2. Improvements in the effectiveness of the supply chain are reviewed and identified with each level of the supply</p>

	<p>chain, including staff and customers</p> <p>3.3. Business data and reports are compared to outcomes, budgets, timelines and forecasts to actual performance</p> <p>3.4. Technology performance is reviewed and recommendations are made for improvements to hardware, software and/or their use in accordance with strategy and budget</p> <p>3.5. Feedback and evaluation results are used to plan and improve future supply chain management strategies</p>
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Variable	Range
Supply chain management	<p>refers to:</p> <ul style="list-style-type: none"> management of the entire cycle from raw materials to producers, component suppliers, manufacturers, wholesalers, third party service providers, retailers, customers and recyclers, plus freight, distribution and cash flow
Supporting business processes	<p>may include:</p> <ul style="list-style-type: none"> accounting administration data input delivering and receiving ordering payments online and other technological inventory management or supply chain integration software
Support	<p>may include:</p> <ul style="list-style-type: none"> intranet site information mentoring and coaching arrangements policies, procedures and guidelines provision of a help-desk or contact persons workshops, briefings and training programs written documentation in the form of manuals, help books, protocols, etc
Demand chain management	<p>is:</p> <ul style="list-style-type: none"> a collaborative process that involves determining how much product needs to be produced at each level of the supply chain through to the end consumer
Improvements in the supply chain	<p>may include:</p> <ul style="list-style-type: none"> the role of 'middlemen' or other middle supply chain elements being reduced or made redundant as newer more efficient supply chain methodologies and technologies are implemented new value being created between producers and consumers

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • implementation of a supply chain management strategy • successful management of a supply chain • evaluation and formulation of recommendations for improvement to supply chain management strategy
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> ➤ contract law ➤ import of goods and services, where relevant ➤ Trade Practices Act • organization policies and procedures related to: <ul style="list-style-type: none"> ➤ business terms and conditions for purchasing, tendering and contracting ➤ contracting and tendering ➤ ethical behavior ➤ purchasing ➤ supply chain management • product knowledge related to goods and services required by the organization • techniques to establish collaborative relationships
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • communication and interpersonal skills to establish working relationships with customers, supply chain members and internal colleagues • literacy skills to document policies and procedures for supply chain management and to write reports containing complex concepts • leadership skills to coordinate supply chain management policy development and successfully implement those policies • technology skills to use software applicable to managing a supply chain
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>
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Manage Contract Performance
Unit Code	EIS PPM5 04 0812
Unit Descriptor	This unit covers the competency required by people whose primary role is contract management to implement strategies that ensure effective contract performance. It includes managing the business relationship, performance of the contract, and contract issues; and implementing a communication strategy.

Elements	Performance Criteria
1. Manage the business relationship.	<p>1.1. Probity is managed in accordance with organizational requirements, legislation, policy and public sector standards.</p> <p>1.2. Obligations are met to the contractor according to contractual arrangements.</p> <p>1.3. Consideration of conflicts of interest and their resolution are recorded according to public sector standards and organizational requirements.</p> <p>1.4. Business relationship with contractor is managed in the public interest through formal and informal mechanisms according to public sector standards and organizational policy and procedures.</p>
2. Manage performance of the contract.	<p>2.1. Start-up or transition arrangements are implemented according to contract requirements and organizational procedures.</p> <p>2.2. Contract management plan is monitored for effectiveness on a regular basis and adapted as necessary during the life of the contract.</p> <p>2.3. Performance of contract is monitored against key performance indicators and tracking milestones to ensure obligations under the agreement are being met.</p> <p>2.4. E-procurement, financial and other resources are managed as necessary according to contract requirements and organizational procedures.</p> <p>2.5. Emerging and potential risks are identified and managed according to organizational risk management procedures.</p>

<p>3. Manage contract issues.</p>	<p>3.1. Contract variations are managed according to contract management plan, organizational policy and procedures, and probity requirements.</p> <p>3.2. Early signs of under-performance are identified, and action is taken to improve performance to the agreed level and documented according to contract's communication and information policy.</p> <p>3.3. Disputes and complaints are investigated and resolved or referred according to contract's management plan and contractual arrangements.</p> <p>3.4. Negotiation of issues relating to the contract is conducted and approvals are obtained according to stipulations in the contract.</p> <p>3.5. Conflict is addressed and resolved where possible or other actions are taken according to contractual arrangements.</p> <p>3.6. Non-compliance with codes of conduct, codes of practice and standards of behavior is dealt with in a timely manner.</p>
<p>4. Implement communication and information strategy.</p>	<p>4.1. Communication on the performance of the contract is maintained with all stakeholders according to organizational protocols and public sector standards.</p> <p>4.2. Management reporting is carried out according to tracking milestones and organizational requirements.</p> <p>4.3. Contract information is maintained for organizational purposes according to organizational policy and procedures.</p>

Variable	Range
<p>Probity principles</p>	<p>may include:</p> <ul style="list-style-type: none"> • accountability • transparency • confidentiality • managing conflict of interest • impartiality <p>are maintained to:</p> <ul style="list-style-type: none"> • ensure conformity to processes • facilitate accountability • ensure proponents are treated in a fair and equitable manner • encourage commercial completion • preserve public and private sector confidence in government processes

Legislation, policy and public sector standards	<p>may include:</p> <ul style="list-style-type: none"> • financial management legislation • government procurement, purchasing and contracting legislation, policy and guidelines • public sector standards • codes of conduct, codes of practice and standards of individual behavior • cross-cultural and social justice issues • environmental and sustainability policies • corporate social responsibility policies
Formal and informal mechanisms	<ul style="list-style-type: none"> • non-confrontational interaction • hospitality • formal contract variations • formal negotiations • formal and informal meetings • regular and ad hoc reporting • review processes
Contract management plan	<p>may include:</p> <ul style="list-style-type: none"> • risk management plan • contingency plan • communication and public relations plan • human resource management plan • disposal plan • contract review plan • setting up routines • quality assurance systems • arrangements for transfer of legal responsibility • insurances • strategies to avoid implied acceptance of varied conditions through non-enforcement of contractual obligations • environmental/green procurement, sustainability and corporate social responsibility principles
Contracts	<p>may include:</p> <ul style="list-style-type: none"> • formal written contracts • standing offers (panels) • multi-use lists and similar arrangements • inter and intra-government agreements • letters of intent • memoranda of understanding and memoranda of agreement • licensing agreements • in-house option directives

Risks	<p>may include:</p> <ul style="list-style-type: none"> • supplier inability to meet obligations • end user or buyer inability to meet obligations • scope creep • client requirements not fully understood • becoming too dependent on a single supplier • disruption to continuity and consistency of service if too many suppliers are selected • other environmental influences • corruption risks • probity risks
Variation	<p>to agreements may arise from:</p> <ul style="list-style-type: none"> • change of scope • negotiation of new terms and conditions • dissolution of contracts • inability to deliver
Early signs of under-performance	<p>may be detected through:</p> <ul style="list-style-type: none"> • tracking milestones • regular meetings • meeting records and follow-up • file management and audit trail • stakeholder surveys on performance • ongoing review of deliverables
Actions taken to improve performance	<p>may include:</p> <ul style="list-style-type: none"> • discussion with contractor • regular interaction • ongoing performance feedback • provision of support • expert advice
Disputes	<p>may include:</p> <ul style="list-style-type: none"> • disputes over: <ul style="list-style-type: none"> ➤ requirements ➤ delivery schedules ➤ price changes ➤ additional tasking ➤ payment schedules • complaints from third parties • formal and informal
Techniques available to resolve disputes	<p>include:</p> <ul style="list-style-type: none"> • conference • negotiation • mediation • arbitration • resort to contractual conditions • litigation
Negotiation of issues	<p>may include:</p> <ul style="list-style-type: none"> • contract variations

	<ul style="list-style-type: none"> • continuous improvement • innovations • non-compliance • consequences
Actions as a result of unresolved conflict	<p>may include:</p> <ul style="list-style-type: none"> • mediation • court action • termination of contract
Communication strategies	<p>may include:</p> <ul style="list-style-type: none"> • clear communication • understanding the needs of the service provider and the client • 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 • Strategies for ensuring information flow at critical stages of the contract.
Contract information	<p>may include:</p> <ul style="list-style-type: none"> • contract and variations • contract management plan • financial records, including funding submissions, budgets, delegations, invoices and payments • contractor performance information • contract reports • information about disputes and other issues • complaints and compliments
Organizational purposes	<p>may include:</p> <ul style="list-style-type: none"> • probity and accountability • budget reporting • feeding into future procurement processes • performance management of suppliers • internal and external reviews and audits • governance requirements • legal compliance

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • develop and implement an appropriate contract management plan, using templates where available • develop and implement an appropriate transition plan, using templates where available • develop and maintain a sound business relationship with contractors within probity guidelines, upholding probity standards in all dealings with them • manage contractor performance so that goods and services are delivered according to the contract • provide the contractor with performance feedback • deal promptly and proactively with contract issues and disputes and refer to higher authority when this is not possible • communicate effectively with internal and external stakeholders about the operation of the contract
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Federal and regional legislation, policies, practices and guidelines: • relating to contract management, including environmental purchasing and corporate social responsibility guidance • such as OHS and equity and diversity • organizational procurement policies, practices and approval processes • contract management for a range of contractual situations • privacy and confidentiality issues • probity principles and issues • codes of conduct, codes of practice and standards of individual behavior relating to management of contracts and relationships with contractors • whole-of-life considerations • financial and accounting issues relevant to the contract • legal aspects of negotiation • aspects of law of contracts, trade practices law and commercial law relevant to the management of contracts relating to complex procurement • equal employment opportunity relevant to the management of contracts • OHS requirements relevant to the management of contracts • environmental, sustainability and corporate social responsibility principles relevant to the management of contracts
Underpinning Skills	<p>Communication skills to:</p> <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 contractors and

	<p>stakeholders</p> <ul style="list-style-type: none"> • read complex documents, such as contracts, legislation and guidelines • write management reports and keep records of meetings, liaison, notes and follow-up actions • provide feedback <p>Teamwork skills to:</p> <ul style="list-style-type: none"> • build effective working relationships with contractors and stakeholders, within probity boundaries • model effective team management approaches • respond to diversity • refer issues to the correct person <p>Problem-solving skills to:</p> <ul style="list-style-type: none"> • resolve disputes, conflict and complaints • make judgments about when to refer disputes, conflict and complaints to others • apply understanding of supplier issues/supply chain management in the context of contract management <p>Initiative and enterprise skills to:</p> <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 organizing skills to: <ul style="list-style-type: none"> ➢ manage contract documentation ➢ plan and organize contract meetings, reports and reviews <p>learning skills to keep up-to-date with:</p> <ul style="list-style-type: none"> ➢ best practice examples in procurement practice ➢ relevant procurement legislation, policies and procedures <p>technology skills to:</p> <ul style="list-style-type: none"> ➢ operate organizational 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.
Assessment Methods	Competency may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Manage People Performance
Unit Code	EIS PPM5 05 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage the performance of staff who report to them directly. Development of key result areas and key performance indicators and standards, coupled with regular and timely coaching and feedback, provide the basis for performance management.

Elements	Performance Criteria
1. Allocate work	<p>1.1. Relevant groups and individuals on work to be allocated and resources available are consulted</p> <p>1.2. Work plans are developed in accordance with operational plans</p> <p>1.3. Work in a way that is efficient, cost effective and outcome focused is allocated</p> <p>1.4. Performance standards, code of conduct and work outputs are confirmed with relevant teams and individuals</p> <p>1.5. Performance indicators are developed and agreed with relevant staff prior to commencement of work</p> <p>1.6. Risk analysis is conducted in accordance with the organizational risk management plan and legal requirements</p>
2. Assess performance	<p>2.1. Performance management is designed and processes are reviewed to ensure consistency with organizational objectives & policies</p> <p>2.2. Participants are trained in the performance management and review process</p> <p>2.3. Performance management is conducted in accordance with organizational protocols and time lines</p> <p>2.4. Performance is monitored and evaluated on a continuous basis</p>
3. Provide feedback	<p>3.1. Informal feedback is provided to staff on a regular basis</p> <p>3.2. Relevant people are advised where there is poor performance and necessary actions taken</p> <p>3.3. On-the-job coaching is provided when necessary to improve performance and to confirm excellence in performance</p> <p>3.4. Performance is documented in accordance with the organizational performance management system</p>

	3.5. Formal structured feedback sessions are conducted as necessary and in accordance with organizational policy
4. Manage follow up	<p>4.1. Performance improvement and development plans are written and agreed in accordance with organizational policies</p> <p>4.2. Assistance is sought from human resources specialists where appropriate</p> <p>4.3. Excellence is reinforced in performance through recognition and continuous feedback</p> <p>4.4. Individuals with poor performance are monitored and coached</p> <p>4.5. Support services are provided where necessary</p> <p>4.6. Individuals who continue to perform below expectations are counseled and the disciplinary process is implemented if necessary</p>

Variable	Range
Performance standards	<p>mean:</p> <ul style="list-style-type: none"> level of performance sought from an individual or group which may be expressed either quantitatively or qualitatively
Code of Conduct	<p>means:</p> <ul style="list-style-type: none"> agreed (or decreed) set of rules relating to employee behavior/conduct with other employees or an agreed (or decreed) set of rules relating to employee behavior/conduct with other employees or customers
Performance indicators	<p>mean:</p> <ul style="list-style-type: none"> measures against which performance outcomes are gauged
Risk analysis	<p>means:</p> <ul style="list-style-type: none"> 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
Performance management	<p>means:</p> <ul style="list-style-type: none"> in accordance with relevant industrial agreements process or set of processes for establishing a shared understanding of what an individual or group is to achieve, and managing and developing individuals in a way which increases the probability it will be achieved in both the short- and long-term
Excellence in performance	<p>means:</p> <ul style="list-style-type: none"> regularly and consistently exceeding the performance targets established while meeting the organization's performance standards

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • documented performance indicators and a critical description and analysis of performance management system from the workplace • techniques in providing feedback and coaching for improvement in performance • Knowledge of relevant awards and certified agreements.
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <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 • relevant awards and certified agreements • performance measurement systems utilized within the organization • unlawful dismissal rules and due process • staff development options and information
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication skills to articulate expected standards of performance, to provide effective feedback and to coach staff who need development • risk management skills to Analyze, identify and develop mitigation strategies for identified risks • Planning and organization skills to ensure a planned and objective approach to the performance management system.
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>
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Facilitate Continuous Improvement
Unit Code	EIS PPM5 06 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies, and to manage opportunities for further improvements.

Elements	Performance Criteria
1. Lead continuous improvement systems and processes	<p>1.1. Strategies are developed to ensure that team members are actively encouraged and supported to participate in decision-making processes, assume responsibility and exercise initiative as appropriate</p> <p>1.2. Systems are established to ensure that the organization's continuous improvement processes are communicated to stakeholders</p> <p>1.3. Change and improvement processes are ensured to meet sustainability requirements</p> <p>1.4. Effective mentoring and coaching processes are developed to ensure that individuals and teams are able to implement and support the organization's continuous improvement processes</p> <p>1.5. Ensure that insights and experiences from business activities are captured and accessible through knowledge management systems</p>
2. Monitor and adjust performance strategies	<p>2.1. Strategies are developed to ensure that systems and processes are used to monitor operational progress and to identify ways in which planning and operations could be improved</p> <p>2.2. Strategies are adjusted and communicated to stakeholders according to organizational procedures</p>
3. Manage opportunities for further improvement	<p>3.1. Processes are established to ensure that team members are informed of outcomes of continuous improvement efforts</p> <p>3.2. Processes include recording of work team performance are ensured to assist in identifying further opportunities for improvement</p> <p>3.3. Areas identified are considered for further improvement when undertaking future planning</p>

Variable	Range
Strategies	may refer to:
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	<ul style="list-style-type: none"> • clarification of roles and expectations • communication devices and processes, such as intranet and email communication systems, to facilitate input into workplace decisions • long-term or short-term plans that factor in opportunities for team input • mentoring and 'buddy' systems to support team members to participate in decision making • performance plans • reward and recognition programs for high performing staff • training and development activities 		
Systems	<p>may refer to:</p> <ul style="list-style-type: none"> • forums and meetings • newsletters and reports • policies and procedures • electronic communication devices 		
Continuous improvement processes	<p>may include:</p> <ul style="list-style-type: none"> • cyclical audits and reviews of workplace, team and individual performance • evaluations and monitoring of effectiveness • modifications and improvements to systems, processes, services and products • policies and procedures that allow an organization to systematically review and improve the quality of its products, services and procedures • seeking and considering feedback from a range of stakeholders 		
Stakeholders	<p>may include:</p> <ul style="list-style-type: none"> • business or government contacts • funding bodies • individuals within the work team • internal and external contacts • organization's clients and customers • professional associations • senior management and board members • unions and employee groups 		
Sustainability requirements	<p>may include:</p> <ul style="list-style-type: none"> • addressing environmental and resource sustainability initiatives, such as environmental management systems, action plans, green office programs, surveys and audits • complying with regulations and corporate social responsibility considerations for sustainability to enhance the organization's standing in business and community environments • determining organization's most appropriate waste treatment, including waste to landfill, recycling, re-use, recoverable resources and wastewater treatment • implementing ecological foot printing 		
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	<ul style="list-style-type: none"> • implementing environmental management systems, • implementing government initiatives, e.g. Ethiopian government's Greenhouse Challenge Plus • improving resource and energy efficiency • initiating and maintaining appropriate organizational procedures for operational energy consumption • introducing a green office program (a cultural change program) • introducing green purchasing • introducing national and international reporting initiatives, e.g. Global Reporting Initiative • introducing product stewardship • reducing emissions of greenhouse gases • reducing use of non-renewable resources • referencing standards, guidelines and approaches, such as sustainability covenants and compacts or triple bottom line reporting • supporting sustainable supply chain
Knowledge management systems	<p>may include:</p> <ul style="list-style-type: none"> • best practice transfer • communities of practice • cross-project learning • expert directories • knowledge brokers' knowledge mapping • knowledge repositories • measuring and reporting intellectual capital • mentoring • performance management • post-project reviews • proximity and architecture • social software • storytelling
Operational progress	<p>may refer to:</p> <ul style="list-style-type: none"> • customer service indicators • OHS indicators • productivity gains • success in meeting agreed goals and performance indicators
Recording of work team performance	<p>may include:</p> <ul style="list-style-type: none"> • annotated performance plans • quantitative data, such as production figures • recommendations for improvement • records and reports

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • development and use of a range of strategies and approaches that improve work outcomes or organizational functioning, using continuous improvement models • monitoring performance and customer service
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • continuous improvement models • knowledge management systems • quality systems • sustainability principles
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • communication skills to communicate opportunities for improvement • learning skills to coach and mentor staff, using a range of methods to cater for different learning styles • innovation and lateral thinking skills to design better ways for achieving work outcomes • planning skills to establish and monitor systems and process for continuous improvement • teamwork and leadership skills to gain the confidence and trust of others
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>
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Manage and Monitor Business Records Systems
Unit Code	EIS PPM5 07 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to set the operational frameworks for the creation, capture and use of records and to monitor and review these frameworks and activities within a business or records system of a specific business domain.

Elements	Performance Criteria
1. Determine requirements or modifications	<p>1.1. Core business, supporting activities, resources, business and social context, using observation and consultation are identified and documented</p> <p>1.2. Security and access requirements are determined for business or records system content from analysis of organization's activities</p> <p>1.3. Organizational reporting and accountability requirements are analyzed in the context of the business documentation</p> <p>1.4. Organizational functions and activities for which records must be kept are identified, from analysis of business and context documentation</p> <p>1.5. Determine nature, detail, and format of records (content and metadata) for each organizational function from analysis of the business and its context</p>
2. Devise an appropriate recordkeeping system	<p>2.1. Metadata needed to manage records (store, locate and retrieve) is determined in a business or records system</p> <p>2.2. Scale, and number of business or records systems appropriate to scale and nature of business operations are selected</p> <p>2.3. Technological requirements of business or records systems appropriate to scale and nature of business operations are selected</p> <p>2.4. Cost structure is selected for business or records systems appropriate to scale, nature, and organizational cash flow requirements</p> <p>2.5. Maintenance, disposal and updating requirements of business or records system conform to scale, nature, and culture of the organization are ensured</p> <p>2.6. Business or records system suited to the projected growth of the organization is selected</p>
3. Develop an	3.1. Recordkeeping responsibilities of individual personnel or

implementation plan	<p>organizational units are identified and documented</p> <p>3.2. Measurable performance indicators are developed for recordkeeping activities</p> <p>3.3. Procedures and guidelines are developed for capturing and controlling records</p> <p>3.4. An implementation plan is communicated to users of the system and other relevant organizational staff</p>
4. Monitor and review business or records system	<p>4.1. Staff is monitored and notified in accordance with approved timeframes, frequency, and organizational policies and guidelines where applicable</p> <p>4.2. Details of variation are recorded from business or records system's rules, standards and procedures that exceed agreed limits</p> <p>4.3. Required reports are provided to appropriate authority relating to use and maintenance of records</p> <p>4.4. Responsibilities are designated to staff for record creation and capture activities in accordance with organizational policies</p>
5. Identify and respond to problems and changes	<p>5.1. Any problems and changes that require a systemic response are identified using the monitoring reports and external events</p> <p>5.2. Recommendations are made for revisions to systems, procedures, and strategic plans in response to identified variations, changes and problems</p> <p>5.3. Amendments are devised to systems and implementation or other plans where required</p> <p>5.4. Recommendations are prepared for system amendments, planning and implementation</p> <p>5.5. Authorization for procedures is authorized or gained for using the business or records systems, and for any subsequent alterations and amendments to the procedures</p>

Variable	Range
Documenting core business	<p>may involve identifying:</p> <ul style="list-style-type: none"> • diagrammatic representations • formal documents • hand written documents • informal communications • online instructions or computer-based format instructions that can be updated • paper-based manuals • other texts

Resources	<p>may include:</p> <ul style="list-style-type: none"> • human resources and their availability • location of resources currently in operation • physical resources • technological resources • those available for purchase or development 		
Business and social context	<p>may include:</p> <ul style="list-style-type: none"> • clients or customers and their expectation • codes of ethics and codes of professional conduct specific to industry sector • industry sector characteristics and reporting requirements of that sector • internal and external accountability requirements • internal and external stakeholders whose interests must be taken into account • other relevant legislation and regulations, including those covering: <ul style="list-style-type: none"> ➤ business activity reporting ➤ business and income taxation ➤ corporation law reporting requirements ➤ environmental protection and waste management ➤ goods and services tax collection ➤ industrial relations ➤ occupational health and safety ➤ privacy protection • statutory access rights and freedom of information • internal and external stakeholders whose interests must be taken into account • social and ethical standards the community expects the organization to meet 		
Consultation	<p>may include organization's:</p> <ul style="list-style-type: none"> • head office • local management • principals • staff 		
Organizational functions and activities that may be documented	<p>may include:</p> <ul style="list-style-type: none"> • asset management • conventional and email correspondence • customer relationship management • human resources management • invoicing and sales • legislative, regulatory and licensing compliance • marketing and promotion • purchasing and expenditure • research and development • risk management • stock control 		
Metadata	are those records which are maintained about the records		
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themselves and may include:	<ul style="list-style-type: none"> • activity classification terms • date, time, and location of record creation or registration into the system • identity of record creator • indexing and descriptive terms • record format • security and access information • unique identifiers for each record
Business or records systems	<p>may include:</p> <ul style="list-style-type: none"> • archival control systems • business systems • cash register-based systems • characteristics relating to: <ul style="list-style-type: none"> ➤ aggregations ➤ context ➤ entities ➤ metadata • current business or records systems • electronic records and document management system (ERDMS) • informal • paper-based accumulation and card systems • PC-based accounting systems, employee and tax records systems • proprietary recordkeeping package • storage facilities systems
Measurable performance indicators	<p>may be developed:</p> <ul style="list-style-type: none"> • from a strategic plan • in consultation with those who will undertake the specific tasks
Measurable performance indicators	<p>may include:</p> <ul style="list-style-type: none"> • disposal (percentage of records, those overdue for disposal action & functions or records not covered by disposal schedules) • parameters for tracking of records • retrieval and access (security and access rules, response to request time limits, service levels for requests) • records creation and capture performance
Procedures and guidelines	<p>may include:</p> <ul style="list-style-type: none"> • acceptable range of variation for compliance • system requirements
Monitoring	<p>may relate to:</p> <ul style="list-style-type: none"> • broad accumulation and growth monitoring • checking spelling, spacing and numbering • continuing relevance of classification • disposal schedule applicability • examining titling and indexing at item level

	<ul style="list-style-type: none"> • new records specifications • number of systems • observation of localised rules and continuing relevance of classification • records creation and capture performance targets • single records management system
Organizational policies and guidelines	<p>may include:</p> <ul style="list-style-type: none"> • actions in relation to freedom of information legislation • actions or accumulations of records above or below anticipated levels • audit trail or log of users and activity in systems • changes in use of classification and indexing terms • access rules • disposal procedures • procedures in relation to disparity, sentencing difficulties or gaps in retention and disposal schedule coverage • procedures in relation to disputes arising from any matters, particularly access questions • failures in tracking or increases in lost items • input of metadata requirements • legal precedents requiring changes to systems • privacy requirements • quality of recordkeeping about records • records of authorisation of destruction • procedures in relation to reliability of optical character recognition techniques • retention of records in relation to a schedule • scanned images • security requirements • specified access restrictions, in the public sector • storage standards and maintenance schedules
Variations	<p>may include:</p> <ul style="list-style-type: none"> • increases or decreases in the use of particular technologies • variations from the business or records system's performance or capacity • variations within the agreed limit which are inconsistent
Reports	<p>may include:</p> <ul style="list-style-type: none"> • compliance • maintenance • record capture • record creation • records use
Appropriate authority	<p>may include:</p> <ul style="list-style-type: none"> • audit committee • board of directors • committee of management • business owner

	<ul style="list-style-type: none"> • chief executive officer • delegated individual • external public authority • nominated senior management representative • recordkeeping professionals • senior management team
Problems and changes	<p>may include:</p> <ul style="list-style-type: none"> • case-law precedents • changes in administrative changes to functions and activities • changes of government • changes to organizational structures • closures and bankruptcy • legislative or other regulatory changes • outsourcing and privatisation • takeovers, amalgamations or relocation • technological change and implementation
Systemic responses	<p>may include:</p> <ul style="list-style-type: none"> • amendment/s to the classification system • bulk movement of records to control • migration of systems • new classification and controlled language • new disposal classes or retention periods • new legal liabilities and other risks identified requiring changes to records specifications • new organizational or business unit functions
Revisions	<p>may be made to:</p> <ul style="list-style-type: none"> • access rules and procedures • classification and indexing schemes • disposal schedules • records specifications • storage projections and requirements

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • translating organizational needs into a business or records system • developing business or records system specifications and performance indicators to monitor and address system effectiveness • knowledge of relevant organizational policies, strategies and procedures
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • use of language in the organization in relation to recordkeeping (past and present) • key provisions of relevant legislation from all forms of government, regulations, standards and documentation that

	<p>may affect aspects of business operations,</p> <ul style="list-style-type: none"> • Records management processes - Metadata for records - Principles • ethical principles • codes of practice • privacy and freedom of information • archives and records legislation • occupational health and safety • general principles and processes of records management and records management systems, such as: <ul style="list-style-type: none"> ➤ systems of control ➤ records continuum theory ➤ mandate and ownership of business process • organizational business functions, structure and culture • organizational policies, strategies and procedures, particularly those relating to records access and security
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication skills to explain and clarify procedures, and to interview users to identify their records or information needs • literacy skills to read and interpret nature of record content, functions and problems • negotiation skills to achieve suitable results for the organization's recordkeeping practices • problem-solving and analysis skills to interpret and apply recordkeeping principles and practices • research skills to investigate changes and innovation in design and operation of business or records system • self management skills to accurately record metadata
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>
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Dispose of Assets
Unit Code	EIS PPM5 08 0812
Unit Descriptor	This unit covers the disposal of assets effectively, and focuses on gaining a return from sales. It includes identifying assets for disposal, developing and implementing an asset disposal strategy, and evaluating asset disposal.

Elements	Performance Criteria
1. Identify assets for disposal.	1.1 Assets are identified for disposal in accordance with legislation, policy and organizational needs.
2. Develop a strategy for the disposal of assets.	<p>2.1. Potential market value of assets is determined in accordance with policy, practice and public sector standards.</p> <p>2.2. Case for expending resources to add value to assets prior to sale is evaluated and decisions are made according to organizational policy and procedures.</p> <p>2.3. Options for disposal are investigated and the method providing maximum return is determined in the context of policy, probity requirements and desired outcomes.</p> <p>2.4. Disposal requirements for special categories of assets are taken into account, including environmental and corporate social responsibility issues.</p> <p>2.5. Stakeholders are consulted about disposal strategy and their feedback is incorporated.</p>
3. Implement a disposal strategy.	<p>3.1. Goods are written off and disposed of according to approved disposal plan, policy, and probity requirements and organizational/industry practice.</p> <p>3.2. Records of disposal activity are maintained for audit and evaluation purposes according to policy and practice.</p>
4. Evaluate asset disposal.	4.1. Disposal of assets is evaluated against expected outcomes, including forecast market value of assets, and is documented according to policy and guidelines.

Variable	Range
Legislation and policies	<p>may include:</p> <ul style="list-style-type: none"> • Commonwealth or state and territory legislation, including legislation that may apply specifically to disposal activities, such as environmental, hazardous materials, cultural and heritage • council rules and by-laws • organizational policies and practices

	<ul style="list-style-type: none"> • probity guidelines
Options for disposal	<p>may include:</p> <ul style="list-style-type: none"> • controlled reclamation • public sale • auction • tenders • private treaty • transfer to another government organization • conversion to training aids • destruction • transfer to museums • donation
Special categories of assets	<p>may include:</p> <ul style="list-style-type: none"> • reusable and recyclable items • information technology equipment • vehicles • heritage and cultural interest items • arms and controlled defence and related goods • security classified material • intellectual property • staff housing • stores located overseas • buildings for removal • goods and services forfeited to the government • dangerous goods and hazardous materials
Stakeholders	<p>may include:</p> <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 • Federal and Regional government organizations • own organization • other public sector organizations • employees, unions and staff associations • industry bodies • local communities • lobby groups • special user groups

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • use different methods to identify assets for disposal • develop a strategy for the disposal of assets that considers all relevant disposal options • develop a disposal strategy, which may be from a template • implement a disposal strategy • review the disposal activity and make recommendations
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	<p>about improvements that could be implemented in future disposals</p> <ul style="list-style-type: none"> act within own delegations and refer issues to higher authority when necessary
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> federal and regional government procurement guidelines requirements of financial rules and regulations relating to asset disposal legal aspects of disposals disposal approval processes implications of particular contracting agreements for asset disposal implications of asset disposal for whole-of-life considerations options for government disposal risk management procedures for disposal of assets disposal requirements for special categories of assets probity principles and issues codes of conduct, codes of practice and standards of individual behaviour relating to disposal of assets legislation, policy and procedures relating to asset disposal, including occupational OHS, environmental, sustainability and corporate social responsibility considerations
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> prepare documentation and audit trail for disposed assets communicate and network with a range of audiences, such as clients, suppliers, stakeholders and end users 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: <ul style="list-style-type: none"> read complex, formal documents, such as legislation and guidelines and apply them to asset disposal make judgements to provide maximum return from asset disposal planning and organizing skills to: <ul style="list-style-type: none"> manage projects relating to asset disposal manage financial and other resources in the context of asset disposal research information about asset disposal self-management skills to: <ul style="list-style-type: none"> apply workplace safety and environmental and sustainability procedures in the context of asset disposal apply probity requirements in relation to the disposal of assets

	<ul style="list-style-type: none"> • learning skills to keep up-to-date with relevant procurement legislation, policies and procedures • technology skills to: <ul style="list-style-type: none"> ➤ operate organizational 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.
Assessment Methods	Competency may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Implement Asset Management Plan
Unit Code	EIS PPM5 09 0812
Unit Descriptor	This unit of competency specifies the outcomes required to plan for the management of assets. It requires the ability to implement effective strategies to manage the operational, resource and maintenance needs of assets and to review and evaluate those strategies.

Elements	Performance Criteria		
1. Establish performance needs of assets.	<p>1.1. Asset performance needs are established in consultation with relevant people according to organizational requirements.</p> <p>1.2. Risk assessment is conducted on asset management outcomes according to organizational and legislative requirements.</p> <p>1.3. Industry benchmarks are analyzed to determine expected asset performance in varying conditions according to organizational requirements.</p> <p>1.4. Applicable legislation is interpreted in order to establish user, contractual and legislative requirements for asset performance.</p> <p>1.5. Specifications, conditions and manufacturer requirements for asset maintenance and operation are identified for incorporation into plan.</p>		
2. Prepare asset management plan.	<p>2.1. Asset management plan is prepared that facilitates achievement of identified aims and objectives.</p> <p>2.2. Operational and maintenance schedule detailing a range of activities and time lines are incorporated into asset management plan.</p> <p>2.3. Asset management plan is presented to client for review according to organizational requirements.</p> <p>2.4. Quality assurance goals and strategies related to implementation of the plan are communicated using established communication channels.</p> <p>2.5. Monitoring and reporting arrangements are established and documented for asset management plan in line with client requirements.</p> <p>2.6. Financial, physical and human resource requirements are identified and arranged according to asset management plan and organizational requirements.</p> <p>2.7. Roles and responsibilities for establishing and</p>		
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	maintaining asset register are identified and documented according to client and legislative requirements.
3. Review and evaluate asset management plan.	<p>3.1. Maintenance strategies and plans are reviewed and evaluated in consultation with client and relevant people using appropriate communication techniques.</p> <p>3.2. Systematic review processes and established evaluation methods are identified and used to assess planning processes and outcomes.</p> <p>3.3. Evaluation results are prepared in required format, style and structure and presented to relevant people within agreed timeframes.</p> <p>3.4. Recommendations for improvement of plan are presented to relevant people according to organizational procedures.</p> <p>3.5. Business equipment and technology are used to securely maintain documentation according to legislative and organizational procedures.</p>

Variable	Range
Assets	<p>may be static or dynamic and include:</p> <ul style="list-style-type: none"> • buildings • business and marketing contracts • equipment • furniture • goodwill • land • property • vehicles
Relevant people	<p>may include:</p> <ul style="list-style-type: none"> • clients • designated OHS representatives • engineers and technicians • government personnel • installers • legal representatives • management and colleagues • members of industry associations • property owners • site personnel • subcontractors • technical experts
Organizational requirements	<p>may be outlined and reflected in:</p> <ul style="list-style-type: none"> • access and equity principles and practice guidelines • business and performance plans

	<ul style="list-style-type: none"> • complaint and dispute resolution procedures • goals, objectives, plans, systems and processes • legal and ethical requirements and codes of practice • mission statements and strategic plans • OHS policies, procedures and programs • policies and procedures in relation to client service • quality and continuous improvement processes and standards • Quality assurance and procedure manuals.
Risk	<p>may relate to:</p> <ul style="list-style-type: none"> • industry special risks • loss of profits • machinery malfunction • OHS • public liability • trade practices issues
Legislative requirements	<p>may be outlined and reflected in:</p> <ul style="list-style-type: none"> • Ethiopian standards, and quality assurance and certification requirements • award and enterprise agreements • codes of practice covering the market sector and industry, financial transactions, taxation, environment, construction, land use, native title, zoning, utilities use (water, gas and electricity), and contract or common law • environmental and zoning laws affecting access security, access and property use • general duty of care to clients • home building requirements • local regulations and by-laws • privacy laws applying to owners, contractors • relevant federal, and state or territory legislation that affects organizational operation, including: <ul style="list-style-type: none"> • anti-discrimination and diversity • environmental issues • industrial relations • OHS • strata, community and company titles • trade practices laws and guidelines
Industry benchmarks	<p>may include:</p> <ul style="list-style-type: none"> • discounted cash flow • employment rates • industry association performance index • inflation rate • internal rate of return • life cycle costing • published vacancy factors

Asset performance	<p>criteria may include:</p> <ul style="list-style-type: none"> • age • condition assessment • cost • depreciation • down time • emergency operation and backup • functionality • life span • maintenance requirements and cost • replacement • security • service levels
Schedules	<p>may be:</p> <ul style="list-style-type: none"> • charts • computerised • paper-based • prepared for daily, weekly, monthly or annual timeframes • to-do lists • wall-mounted planning boards • Work diary.
Clients	<p>may include:</p> <ul style="list-style-type: none"> • building supervisors • company management • fund managers • fund providers • government and legal instruments or agencies • institutions • insurers • internal and external property groups • legal advisers • private investors • property agents • property owners • risk assessors
Communication channels	<p>may include:</p> <ul style="list-style-type: none"> • direct line supervision paths • lateral supervision paths • organizational communication protocols and procedures • organizational networks
Asset register	<p>may include:</p> <ul style="list-style-type: none"> • air conditioning • cleaning • heating • security systems • telecommunications systems • utilities

	<ul style="list-style-type: none"> • ventilation • vertical services • waste management
Maintenance strategies	<p>may relate to:</p> <ul style="list-style-type: none"> • cleaning • electrical • emergency lighting • evacuation • fire lighting • garden • housekeeping • painting • pests • plumbing • sanitary disposal • security • vertical movement • waste disposal • weather proofing
Communication techniques	<p>may include:</p> <ul style="list-style-type: none"> • active listening • clear presentation of options • consultation methods • culturally inclusive and sensitive engagement techniques • questioning to clarify and confirm understanding • seeking feedback • two-way interaction • using language and concepts appropriate to cultural differences • verbal or non-verbal language
Evaluation methods	<p>could be qualitative or quantitative and may include:</p> <ul style="list-style-type: none"> • checklists • cost data analysis • expert and peer review • interviews • observation • questionnaires • review of quality assurance data
Business equipment and technology	<p>may include:</p> <ul style="list-style-type: none"> • data storage devices • email • facsimile machines • internet, extranet and intranet • photocopiers • printers • scanners • software applications, such as databases and word

	applications <ul style="list-style-type: none"> • Work computers.
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Evidence Guide	
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Critical aspects of Competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> • determining asset performance needs using industry benchmarks and consideration of risk • documenting resource and support arrangements, incorporating expected costs, and processes for development and maintenance of an asset register and operational and maintenance schedules • evaluating the asset management plan through consultation with interested parties • knowledge of organization's practices, ethical standards and legislative requirements associated with planning for the management of assets • preparing a detailed asset management plan which incorporates strategies for risk management, resource needs, monitoring and reporting arrangements and quality assurance
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> • building codes and relevant Ethiopian standards • building control legislation • building practices in relevant property types • building services and operation methods and practices • customer needs and preferences for different property types • industry performance benchmarks • limitations of work role, responsibility and professional abilities • maintenance procedures, including vendor specifications • monitoring and evaluation systems • OHS issues and requirements • organizational and professional procedures, ethical practices and business standards • relevant federal and state or territory legislation and local government regulations related to: <ul style="list-style-type: none"> ➤ anti-discrimination ➤ consumer protection ➤ environmental issues ➤ equal employment opportunity (EEO) ➤ financial probity ➤ franchise and business structures ➤ industrial relations ➤ OHS ➤ privacy ➤ property sales, leasing and management • standards for building equipment operation

Underpinning Skills	<p>Demonstrates</p> <ul style="list-style-type: none"> • analytical skills to interpret documentation, Analyze risk, estimate costing & budget needs, & review and evaluate plan • communication skills to negotiate & consult with relevant people • computing skills to access the internet and web pages, prepare and complete online forms, lodge electronic documents and search online databases • interpersonal skills to relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities • literacy skills to interpret written and oral information • organizational skills to schedule and meet time lines and client requirements, organize resource and support processes, and plan and document strategies to manage assets • technical skills to develop schedules and document plans
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.
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Implement Asset Maintenance Strategy
Unit Code	EIS PPM5 10 0812
Unit Descriptor	This unit of competency specifies the outcomes required to determine asset maintenance requirements and implement and review appropriate strategies to meet the needs of individual clients. It requires the ability to develop and document strategies effectively to improve the ongoing quality of maintenance.

Elements	Performance Criteria
1. Determine asset maintenance system requirements.	<p>1.1. Asset maintenance specifications and other relevant documentation are obtained and analyzed to establish maintenance requirements.</p> <p>1.2. Risk assessment is conducted on anticipated project outcomes according to legislative and organizational requirements.</p> <p>1.3. Industry benchmarks are reviewed to determine maintenance intervals and other requirements.</p> <p>1.4. OHS and other applicable legislative requirements are interpreted and allowed for within parameters of project requirements.</p>
2. Design asset maintenance strategy.	<p>2.1. Maintenance strategy is designed that details a range of activities that accurately reflect client, legislative and organizational requirements.</p> <p>2.2. Reliable maintenance methods are used according to organizational requirements, making efficient use of time and resources.</p> <p>2.3. Contract specifications for maintenance services are developed and incorporated into tender documents according to legislative and organizational requirements.</p> <p>2.4. Client safety and security requirements are incorporated into maintenance strategy according to legislative and organizational requirements.</p> <p>2.5. Situations requiring specialist advice are identified and assistance is sought as required according to organizational requirements.</p>
3. Estimate resource requirements.	<p>3.1. Viability is assessed to provide required maintenance services against maintenance specifications and organizational operational capacity.</p> <p>3.2. Financial, physical and human resources are determined and arranged to support maintenance</p>

	<p>requirements according to organizational requirements.</p> <p>3.3. Organizational rate schedules and conditions are applied to establish costing where appropriate according to organizational requirements.</p> <p>3.4. Factors that may affect capacity to meet project requirements are identified through risk analysis and accounted for in resource estimates.</p> <p>3.5. Availability of resources is negotiated and confirmed with relevant people according to organizational requirements.</p> <p>3.6. Information is reviewed to ensure an accurate and detailed budget is prepared according to organizational requirements.</p>
4. Review and evaluate asset maintenance strategy.	<p>4.1. Maintenance strategy is reviewed and evaluated in consultation with client and relevant people using appropriate communication strategies.</p> <p>4.2. Systematic review processes and established evaluation methods are identified and used to evaluate strategy processes and outcomes.</p> <p>4.3. Evaluation results are prepared in required format, style and structure and presented to relevant people within agreed timeframes.</p> <p>4.4. Recommendations are presented for improvement of strategy to relevant people according to organizational procedures.</p> <p>4.5. Business equipment and technology are used to securely maintain documentation according to legislative and organizational procedures.</p>

Variable	Range
Assets	<p>may be static or dynamic and may include:</p> <ul style="list-style-type: none"> • buildings • equipment • furniture • goodwill • land • facilities • vehicles
Maintenance	<p>may include:</p> <ul style="list-style-type: none"> • backups • changing user codes • confirmation of operational effectiveness • identification and replacement of worn parts • inspection, lubrication, cleaning and adjustments

	<ul style="list-style-type: none"> • routine repairs
Relevant documentation	<p>may include:</p> <ul style="list-style-type: none"> • certification, including inspection certificates • costing, receipts and invoices • logs of equipment and system problems or faults • operational checks and maintenance conducted • parts and components replaced and materials used • planning permits • property leases, plans or contracts • recommendations for repairs • service and maintenance records • testing and commissioning results • warranty conditions and allowances
Legislative requirements	<p>may be outlined and reflected in:</p> <ul style="list-style-type: none"> • Ethiopian standards, and quality assurance and certification requirements • award and enterprise agreements • codes of practice covering the market sector and industry, financial transactions, taxation, environment, construction, land use, native title, zoning, utilities use (water, gas and electricity), and contract • environmental and zoning laws affecting access security, access and property use • general duty of care to clients • home building requirements • local regulations and by-laws • relevant federal, and state or territory legislation that affects organizational operation, including: <ul style="list-style-type: none"> ➢ anti-discrimination and diversity ➢ environmental issues ➢ industrial relations ➢ OHS • relevant privacy laws • strata, community and company titles • trade practices laws and guidelines
Organizational requirements	<p>may be outlined and reflected in:</p> <ul style="list-style-type: none"> • access and equity principles and practice guidelines • business and performance plans • complaint and dispute resolution procedures • goals, objectives, plans, systems and processes • legal and ethical requirements and codes of practice • mission statements and strategic plans • OHS policies, procedures and programs • policies and procedures in relation to client service • quality and continuous improvement processes and standards • quality assurance and procedure manuals

Industry benchmarks	<p>may include:</p> <ul style="list-style-type: none"> • discounted cash flow • employment rates • industry association performance index • inflation rate • internal rate of return • life cycle costing • published vacancy factors
Maintenance strategy	<p>may include:</p> <ul style="list-style-type: none"> • cleaning • electrical • emergency lighting • evacuation • fire lighting • garden • housekeeping • painting • pests • plumbing • sanitary disposal • security • vertical movement • waste disposal • weather proofing
Clients	<p>may include:</p> <ul style="list-style-type: none"> • building supervisors • government and legal instruments or agencies • institutions • insurers • internal and external property groups • legal advisers • private investors • property agents and property owners • risk assessors
Maintenance methods	<p>may include:</p> <ul style="list-style-type: none"> • internal employee services • lease contractual obligations • outsourcing of external contracts with arms length organizations
Safety and security requirements	<p>may be satisfied through:</p> <ul style="list-style-type: none"> • adherence to OHS policies and procedures for the containment of: <ul style="list-style-type: none"> ➤ emergency situations, including fire, flood, bomb threats, suicide attempts or other actions likely to lead to property or bodily threat ➤ potential health and safety hazards, such as physical, mechanical or chemical agents already in the work

	environment, or brought to the environment, or created as a by-product of work done on the site
Specialist advice	<p>may be sought from:</p> <ul style="list-style-type: none"> • architects • bankers and financiers • builders • government officials • investment consultants • members of industry associations • planners • real estate agents • solicitors • subcontractors • technical experts
Resources	<p>may relate to:</p> <ul style="list-style-type: none"> • materials • personnel • tools and equipment • training • transport
Relevant people	<p>may include:</p> <ul style="list-style-type: none"> • clients • engineers and technicians • government personnel • installers • legal representatives • management and colleagues • members of industry associations • property owners • site personnel • subcontractors • technical experts • trades people
Communication strategies	<p>may include:</p> <ul style="list-style-type: none"> • active listening • clear presentation of options • consultation methods • culturally inclusive and sensitive engagement techniques • questioning to clarify and confirm understanding • seeking feedback • two-way interaction • using language and concepts appropriate to cultural differences • verbal or non-verbal language
Evaluation methods	<p>could be qualitative or quantitative and may include:</p> <ul style="list-style-type: none"> • checklists • cost data analysis

	<ul style="list-style-type: none"> • expert and peer review • interviews • observation • questionnaires • review of quality assurance data
Business equipment and technology	<p>may include:</p> <ul style="list-style-type: none"> • data storage devices • email • facsimile machines • internet, extranet and intranet • photocopiers • printers • scanners • software applications, such as databases and word applications • work computers

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • designing a maintenance strategy that includes procedures to select maintenance contractors and ensure the safety and security of clients and others • determining maintenance system requirements and intervals using industry benchmarks and OHS considerations • determining asset maintenance requirements and implementing and reviewing appropriate strategies to meet the needs of individual clients • knowledge of organization's practices, ethical standards and legislative requirements associated with preparing a detailed budget, including a risk analysis and estimate of resource requirements • reviewing and evaluating an asset maintenance strategy and presenting the results
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • basic knowledge of property contracts and administrative requirements • building codes and relevant Ethiopian standards • building construction practice • building control legislation • common hazards to public and personal safety associated with particular types of maintenance work in buildings • industry benchmarks for maintenance procedures • limitations of work role, responsibility and professional abilities • OHS issues and requirements • organizational and professional procedures, ethical

	<p>practices and business standards</p> <ul style="list-style-type: none"> • relevant building service, trades and operation for maintenance operations • relevant federal and state or territory legislation and local government regulations related to: <ul style="list-style-type: none"> ➤ anti-discrimination ➤ consumer protection ➤ environmental issues ➤ equal employment opportunity (EEO) ➤ financial probity ➤ franchise and business structures ➤ industrial relations
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • analytical skills to interpret and evaluate documentation, assess risks and estimate costing and budget needs • communication skills to negotiate and consult with relevant people • computing skills to access the internet and web pages, prepare and complete online forms, lodge electronic documents and search online databases • interpersonal skills to relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities • literacy skills to interpret written and oral information • organizational skills to schedule and meet time lines and client requirements and to plan maintenance requirements and resource use • research and evaluation skills to source asset maintenance information and resource requirements and to review and evaluate strategy • technical skills to schedule tasks and report outcomes
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>
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Control Store Security
Unit Code	EIS PPM5 11 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to control store security according to organizational policy and relevant legislation.

Elements	Performance Criteria
1. Develop store security procedures.	<p>1.1 Store requirements are considered and security procedures required maximizing safety of staff, customers and assets are identified.</p> <p>1.2 Procedures are developed to facilitate the detection and prevention of internal or external theft according to organizational policy and procedures.</p> <p>1.3 Procedures are developed to ensure maximum safety and security of staff and customers in the event of robbery.</p> <p>1.4 Procedures are developed for opening and closing premises and cash registers, cash security and non cash transactions.</p> <p>1.5 Security procedures are finalized, documented and processed according to organizational policy.</p>
2. Implement and monitor store security procedures.	<p>2.1 Security procedures are communicated to staff according to organizational policy and procedures.</p> <p>2.2 Security procedures are implemented and monitored to facilitate the detection and prevention of internal or external theft according to organizational policy and procedures.</p> <p>2.3 Procedures are implemented and monitored to ensure maximum safety and security of staff and customers in the event of robbery.</p> <p>2.4 Procedures are developed and implemented for opening and closing premises</p> <p>2.5 Implementation of security procedures is monitored and maintained.</p>
3. Minimize stock loss and dissipation.	<p>3.1 Existing, and extrapolate potential, stock loss or dissipation through theft are measured and analyzed.</p> <p>3.2 Stock loss or dissipation is reported through theft, its impact on business operations and possible solutions.</p> <p>3.3 Stock control procedures are established and implemented to monitor, control and stock loss through theft is minimized.</p>

Variable	Range
Security procedures	may relate to: <ul style="list-style-type: none"> • armed robbery • cash and cash movement • customers • equipment • events likely to endanger customers or staff • opening and closing of premises • premises • records • staff and staff property • stock • theft • visitors, sales representatives and contractors
Organizational policy and procedures	in regard to: <ul style="list-style-type: none"> • cash handling • non-cash transactions • security • stocktaking
Staff	may include: <ul style="list-style-type: none"> • full-time, or contract staff • people from a range of cultural, social and ethnic backgrounds • people with a range of responsibilities and job descriptions • people with varying degrees of language and literacy • small work teams
Non-cash transactions	may include: <ul style="list-style-type: none"> • cheques • customer refunds • credit cards • gift vouchers
Techniques used to communicate security procedures	may include: <ul style="list-style-type: none"> • mentoring and coaching • on-the-job or off-the-job training • posters and pamphlets • simulated events
Impact on business operations	may include: <ul style="list-style-type: none"> • budgeting • buying • ordering patterns • planning
Stock control procedures	may include: <ul style="list-style-type: none"> • minimising out-of-date stock • minimising theft • monitoring stock levels • quality control • stocktaking and cyclical counts

Evidence Guide			
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • develops and implements security procedures to facilitate the detection and prevention of theft • develops and implements procedures to ensure safety and security of internal and external clients in the event of robbery calculates, Analyzes and reports on the cost and potential impact of identified loss and dissipation on: <ul style="list-style-type: none"> ➤ buying ➤ ordering patterns ➤ planning ➤ budgeting • develops and implements procedures for: <ul style="list-style-type: none"> ➤ opening and closing premises ➤ non-cash transactions ➤ stock control to minimize loss and dissipation 		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • organizational policy and procedures that relate to the development of store procedures for: <ul style="list-style-type: none"> ➤ security ➤ detection and apprehension of thieves ➤ non-cash transactions ➤ stock control • principles and techniques for: <ul style="list-style-type: none"> ➤ detecting and preventing theft ➤ ensuring safety of personnel in the event of robbery • relevant codes of practice, legislation and statutory requirements, including: <ul style="list-style-type: none"> ➤ industry codes of practice ➤ state laws relating to property offences ➤ work health and safety (WHS) legislation 		
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication and interpersonal skills to: <ul style="list-style-type: none"> ➤ ask questions to identify and confirm requirements ➤ converse clearly and directly with staff ➤ use and interpret non-verbal communication • literacy and numeracy skills to: <ul style="list-style-type: none"> ➤ access and interpret store policy documents ➤ calculate the cost of stock loss ➤ document security procedures ➤ maintain records • research and analysis skills to: <ul style="list-style-type: none"> ➤ Analyze stock control data ➤ develop procedures • problem-solving skills to establish and implement stock control procedures 		
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to</p>		
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	information on workplace practices and OHS practices.
Assessment Methods	Competency may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Control Inventory
Unit Code	EIS PPM5 12 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to control inventory in a retail environment. It involves managing receipt, dispatch, storage, and manage stock control.

Elements	Performance Criteria
1. Manage receipt, dispatch and storage.	<p>1.1 Receipt is received, dispatched and stored according to store policy and procedures.</p> <p>1.2 Cost-effective and efficient methods are determined for goods movement according to store policy.</p> <p>1.3 Maintenance procedures are implemented for storage areas and equipment according to store policy.</p>
2. Manage stock control.	<p>2.1 Store policy and procedures are implemented in regard to stock control and inventories.</p> <p>2.2 Store procedures are established and implemented to monitor and control stock levels.</p> <p>2.3 Budgeted stock levels are maintained.</p> <p>2.4 Stocktaking procedures are established and implemented.</p> <p>2.5 Contingency plans are established and implemented in regard to stock delivery times.</p> <p>2.6 Accurate reports are documented and prepared on stock inventories.</p>

Variable	Range
Store policy and procedures	<p>in regard to:</p> <ul style="list-style-type: none"> • receipt of goods from suppliers • dispatch of goods • shrinkage prevention • waste controls • safety controls • secure storage • stock control and inventories
Equipment	<p>may include:</p> <ul style="list-style-type: none"> • electronic bar coding equipment • weighing machines • thermometers • climate control • cold storage units

	<ul style="list-style-type: none"> • storage fixtures • trolley return equipment • portable data entry • cutting equipment • protective clothing
Stock control	<p>may include:</p> <ul style="list-style-type: none"> • stocktaking • monitoring stock levels • cyclical counts • minimisation of out-of-date stock • quality control
Contingency plans	<p>may include:</p> <ul style="list-style-type: none"> • breakdowns • delays • floods • breakages
Reports	<p>may include:</p> <ul style="list-style-type: none"> • business documents • informal reports

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • plans, coordinates and implements activities associated with receipt, dispatch, storage and movement according to store policy and procedures, including OHS policies and guidelines • implements maintenance procedures for storage areas and equipment according to store policy • plans, coordinates and implements activities associated with stock control, including: <ul style="list-style-type: none"> ➤ monitoring and controlling stock levels ➤ establishing and maintaining stocktaking procedures • documenting and reporting on inventories according to store policy and procedures
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • store policy and procedures in regard to: <ul style="list-style-type: none"> ➤ receipt of goods from suppliers ➤ dispatch of goods ➤ shrinkage prevention ➤ waste controls ➤ safety controls ➤ secure storage in an appropriate environment ➤ equipment used to move stock • store systems and equipment for stock recording and control • inventory control • storage security

	<ul style="list-style-type: none"> • licensing requirements for operating moving equipment (if applicable) • relevant legislation and statutory requirements • relevant industry codes of practice • Work Health and Safety (WHS) legislation and codes of practice
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • technical skills to use electronic recording equipment • time management skills to maintain stock levels according to store policy and procedure requirements • literacy and numeracy skills to: <ul style="list-style-type: none"> ➢ maintain stock control reports and documentation ➢ process orders ➢ maintain delivery and supply records ➢ maintain stock distribution records ➢ maintain stock recording systems ➢ Analyze data • prepare and present reports
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.
Assessment Methods	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test / Oral Questioning • Observation / Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Purchasing and Property Management Level V	
Unit Title	Manage Project Quality
Unit Code	EIS PPM5 13 0812
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.

Elements	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 on 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 • continuous improvement
Quality management methods, techniques and tools	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • brainstorming • benchmarking • charting processes • ranking candidates • defining control • undertaking benefit/cost analysis • processes that limit and/or indicate variation • control charts • flowcharts • histograms • pareto charts • scatter gram • run charts
Quality control	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • monitoring conformance with specifications • recommending ways to eliminate causes of unsatisfactory performance of products or processes • monitoring of regular inspections by internal or external agents
Improvements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • formal practices, such as total quality management or continuous improvement • improvement by less formal processes which enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project

	team performance
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Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • lists of quality objectives, standards, levels and measurement criteria • records of inspections, recommended rectification actions and quality outcomes • management of quality management system and quality management plans • application of quality control, quality assurance and continuous improvement processes • records of quality reviews • lists of lessons learned and recommended improvements <p>Processes that could be used as evidence include:</p> <ul style="list-style-type: none"> • 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 ➤ 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 management • 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: Purchasing and Property Management Level V	
Unit Title	Facilitate and Capitalize on Change and Innovation
Unit Code	EIS PPM5 14 0812
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.

Elements	Performance Criteria
1. Participate in planning the introduction and facilitation of change	1.1 Manager contributes effectively to the organization's planning processes to introduce and facilitate change 1.2 Plans are made to introduce change in consultation with appropriate stakeholders 1.3 Organization's objectives and plans are communicated effectively to introduce change to individuals and teams
2. Develop creative and flexible approaches and solutions	2.1 Variety of approaches are identified and analyzed to manage workplace issues and problems 2.2 Risks are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization 2.3 Workplace is managed in a way which promotes the development of innovative approaches and outcomes 2.4 Creative and responsive approaches to resource management improve productivity and services, and/or reduce costs
3. Manage emerging challenges and opportunities	3.1 Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities 3.2 Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively 3.3 Opportunities are identified and taken as appropriate, to make adjustments and to respond to the changing needs of customers and the organization 3.4 Information needs of individuals and teams are anticipated and facilitated as part of change implementation and management 3.5 Recommendations for improving the methods and techniques to manage change are identified, evaluated and negotiated with appropriate individuals and groups

Variables	Range
Manager	a person with frontline management roles and responsibilities, regardless of the title of their position
Appropriate stakeholders	May include but not limited to: <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
Risks	May include but not limited to: <ul style="list-style-type: none"> • any event, process or action that may result in goals and objectives of the organization not being met • any adverse impact on individuals or the organization • various risks identified in a risk management process
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 • customer/competitor data

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • Planning the introduction and facilitation of change • Developing creative and flexible approaches and solutions • Managing 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 • the principles and techniques involved in: <ul style="list-style-type: none"> • change and innovation management • development of strategies and procedures to implement and

	<p>facilitate change and innovation</p> <ul style="list-style-type: none"> • use of risk management strategies: identifying hazards, • assessing risks and implementing risk control measures • problem identification and resolution • leadership and mentoring techniques • management of quality customer service delivery • consultation and communication techniques • record keeping and management methods • the sources of change and how they impact • factors which lead/cause resistance to change • approaches to managing workplace issues
Underpinning Skills	<p>Demonstrate skills on:</p> <ul style="list-style-type: none"> • Communication skills • Planning work • Managing risk
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: Purchasing and Property Management Level V	
Unit Title	Establish and Conduct Business Relationships
Unit Code	EIS PPM5 15 0812
Unit Descriptor	This unit covers the skills, attitudes and knowledge required to manage business relationship with customers.

Elements	Performance Criteria
1. Establish contact with customer	<p>1.1 Welcoming customer environment is maintained.</p> <p>1.2 Customer is greeted warmly according to enterprise policies and procedures.</p> <p>1.3 Effective service environment is created through verbal and non-verbal presentation according to enterprise policies and procedures.</p> <p>1.4 Customer data is maintained to ensure database relevance and currency.</p> <p>1.5 Information on customers and service history is gathered for analysis.</p> <p>1.6 Opportunities to maintain regular contact with customers are identified and taken up.</p>
2. Clarify needs of customer	<p>2.1 Customer needs are determined through questioning and active listening.</p> <p>2.2 Customer needs are accurately assessed against the products/services of the enterprise.</p> <p>2.3 Customer details are documented clearly and accurately in required format.</p> <p>2.4 Negotiations are conducted in a business-like and professional manner.</p> <p>2.5 Maximize benefits for all parties in the negotiation through use of established negotiation techniques and in the context of establishing long term relationships.</p> <p>2.6 The results of negotiations are communicated to appropriate colleagues and stakeholders within appropriate timeframes.</p>
3. Provide information and advice	<p>3.1 Features and benefits of products/services provided by the enterprise are described / recommended to meet customer needs.</p> <p>3.2 Information is provided to satisfy customer needs.</p> <p>3.3 Alternative sources of information/advice are discussed with</p>

	the customer.
4. Foster and maintain business relationships	<p>4.1 Pro-actively seek, review and act upon information needed to maintain sound business relationships.</p> <p>4.2 Agreements are honored within the scope of individual responsibility.</p> <p>4.3 Adjustments to agreements are made in consultation with the customer and share information with appropriate colleagues.</p> <p>4.4 Nurture relationships through regular contact and use of effective interpersonal and communication styles.</p>

Variables	Range
Opportunities to maintain regular contact with customers	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • informal social occasions • industry functions • association membership • co-operative promotions • program of regular telephone contact
Negotiation techniques	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • identification of goals, limits • clarification of needs of all parties • identifying points of agreement and points of difference • preparatory research of facts • active listening and questioning • non-verbal communication techniques • appropriate language • bargaining • developing options • confirming agreements • appropriate cultural behavior

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • consistently applying enterprise policies and procedures and industry codes of practice in regard to customer service • providing a quality service environment by treating customers in a courteous and professional manner through all stages of the procedure • using effective questioning/active listening and observation skills to identify customer needs • communicating effectively with others involved in or affected by the work • maintaining relevant and current customer databases in accordance with enterprise policies and procedures

	<ul style="list-style-type: none"> • ability to build and maintain relationships to achieve successful business outcomes
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Operational knowledge of enterprise policies and procedures in regard to: <ul style="list-style-type: none"> ➢ customer service ➢ dealing with difficult customers ➢ maintenance of customer databases ➢ allocated duties/responsibilities ➢ General knowledge of the range of enterprise merchandise and services, location of telephone extensions and departments/sections • Basic operational knowledge of legislation and statutory requirements, including consumer law, trade practices and fair trading legislation • Basic operational knowledge of industry/workplace codes of practice in relation to customer service • negotiation and communication techniques appropriate to negotiations that may be of significant commercial value
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Use workplace technology related to use of customer database • Collect, organize and understand information related to collating and analyzing customer information to identify needs • Communicate ideas and information • Plan and organize activities concerning information for database entries • Use mathematical ideas and techniques to plan database cells and size • Establish diagnostic processes which identify and recommend improvements to customer service
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: Purchasing and Property Management Level V	
Unit Title	Develop and Refine Systems for Continuous Improvement in Operations
Unit Code	EIS PPM5 16 1012
Unit Descriptor	This unit of competency covers the skills, knowledge and processes required to ensure that continuous improvement systems do not stultify and continue to improve along with other operational systems in an organization. This unit is about improving the process yield/unit of effort or cost, reducing process variation and increasing process reliability, upgrading, enhancing or refining process outputs, and includes developing a culture of reviewing and sustaining change ensuring improvements are maintained and built on.

Elements	Performance Criteria
1. Establish parameters of current internal improvement systems	1.1 Organization systems that impact on continuous improvement are described 1.2 Current relevant metrics and their values are identified 1.3 Metrics are collected for all improvements 1.4 Yield of current improvement processes is determined 1.5 Results of improvements are reviewed
2. Distinguish breakthrough improvement processes	2.1 All improvements which have occurred over an agreed period of time are identified 2.2 Breakthrough improvements and continuous improvements are distinguished 2.3 The timing of breakthrough improvement processes is determined 2.4 Factors controlling the timing and selection of breakthrough improvements are analyzed 2.5 Continuous improvements are analyzed to identify cases where breakthrough improvements were required 2.6 Findings with process/system owners are validated and required approvals are obtained 2.7 Timing/selection of breakthrough improvements is improved 2.8 Other factors limiting the gains are improved from breakthrough improvements
3. Develop continuous improvement	3.1 Levels of delegated authority and responsibility are made appropriate for continuous improvement from the shop floor

practice	<p>3.2 All personnel are ensured have appropriate capabilities for continuous improvement processes</p> <p>3.3 Personnel and systems are ensured to recognize potential breakthrough improvement projects</p> <p>3.4 Sufficient resources available are ensured for the operation of continuous and breakthrough improvement processes</p> <p>3.5 Check that relevant information flows from improvement changes to all required areas and stakeholders</p> <p>3.6 Check data collection and metrics analysis capture changes which result from improvement actions</p> <p>3.7 Check that improvement changes are standardized and sustained</p> <p>3.8 Review processes are checked for routine continuous improvements</p> <p>3.9 Factors limiting gains are removed or changed from improvements</p> <p>3.10 Systems are modified to ensure appropriate possible changes are referred to other improvement processes</p> <p>3.11 Breakthrough is institutionalized</p>
4. Establish parameters of current external improvement system	<p>4.1 Value stream improvements that impact on the systems are captured</p> <p>4.2 Procedures are reviewed for deciding improvement methodologies</p> <p>4.3 Current relevant metrics and their values, are identified as appropriate</p> <p>4.4 Yield of current improvement processes is determined</p> <p>4.5 Results of improvements are reviewed</p>
5. Explore opportunities for further development of value stream improvement processes	<p>5.1 Mechanisms are reviewed for consultation with value stream members</p> <p>5.2 Mechanisms are developed for further improving joint problem solving</p> <p>5.3 Mechanisms are developed for increased sharing of organizational knowledge</p> <p>5.4 Support and necessary authorizations are obtained from process/system owners</p> <p>5.5 Improvements are captured and standardized</p> <p>5.6 Factors limiting gains from continuous improvements are improved</p>

6. Review systems for compatibility with improvement strategy	6.1 Review all systems which impact or are impacted on improvements and the improvement system
	6.2 Relationships between improvement systems and other relevant systems are analyzed
	6.3 Competitive systems and practices caused by and results from the systems are analyzed
	6.4 Changes to the systems are negotiated to improve the outcomes from improvement systems
	6.5 Necessary approvals are obtained to implement changes
	6.6 The implementation of the changes is monitored

Variable	Range
Organization systems	May include but not limited to: <ul style="list-style-type: none"> • problem recognition and solving • operational/process improvement • improvement projects • product/process design and development • processes for making incremental improvements
Relevant metrics	May include but not limited to: <ul style="list-style-type: none"> • hurdle rates for new investments • KPIs for existing processes • quality statistics • delivery timing and quantity statistics • process/equipment reliability ('uptime') • incident and non-conformance reports • complaints, returns and rejects
Process improvement yield	May include but not limited to: <ul style="list-style-type: none"> • the benefit achieved for the effort invested
Improvements	May include but not limited to: <ul style="list-style-type: none"> • be to process, plant, procedures or practice • include changes to ensure positive benefits to stakeholders are maintained
Breakthrough improvements	May include but not limited to: <ul style="list-style-type: none"> • those which result from a kaizen blitz or other improvement project or event and are a subset of all improvements
Timing of breakthrough improvements	May include but not limited to: <ul style="list-style-type: none"> • frequency (which should be maximized) and duration (which should be minimized) of events/projects
Continuous improvement	Continuous improvement is part of normal work and does not require a special event to occur (although may still require authorizations) and contrasts with breakthrough improvement/kaizen blitz which occurs by way of an event or project

Resources	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • improvement budget • guidelines for trialing of possible improvements • mechanism for approvals for possible improvements • business case guidelines for proposed improvements • indicators of success of proposed improvement • mechanisms for tracking and evaluation of changes • forum for the open discussion of the results of the implementation • mechanisms for the examination of the improvement for additional improvements • organization systems to sustain beneficial changes
Capturing value stream improvements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • revised contractual arrangements • revised specifications • signed agreements • other documented arrangements which formalize the raised base line
Organizational knowledge	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • be able to be quantified or otherwise modified to make its outcomes measurable or observable • be able to be expressed in an accessible and distributable form appropriate to the organization operations and stakeholders
Impacting improvements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • office • purchasing • rewards (individual or team at all levels) • sales • marketing • maintenance • process/product • transport and logistics
Competitive systems and practices	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • lean operations • agile operations • preventative and predictive maintenance approaches • monitoring and data gathering systems, such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Materials Resource Planning (MRP) and proprietary systems • statistical process control systems, including six sigma and three sigma • JIT, KANBAN and other pull-related operations control systems • supply, value, and demand chain monitoring and analysis • 5S

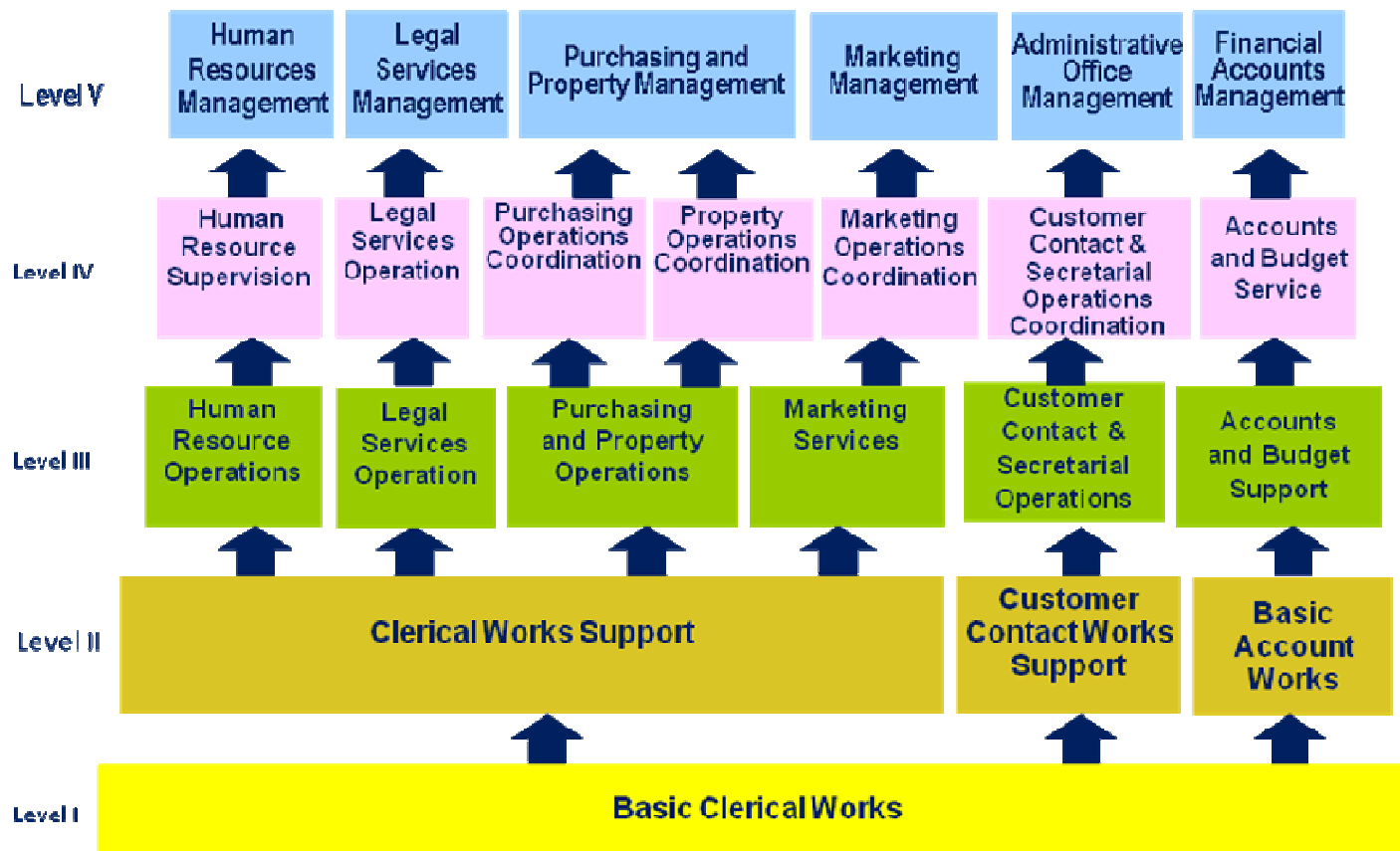
	<ul style="list-style-type: none"> • continuous improvement (kaizen) • breakthrough improvement (kaizen blitz) • cause/effect diagrams • overall equipment effectiveness (OEE) • TAKT time • process mapping • problem solving • run charts • standard procedures • current reality tree • Competitive systems and practices should be interpreted so as to take into account: <ul style="list-style-type: none"> ➤ stage of implementation of competitive systems and practices ➤ the size of the enterprise ➤ the work organization, culture, regulatory environment and the industry sector
Code of practice and standards	Where reference is made to industry codes of practice, and/or Ethiopian/international standards, the latest version must be used

Evidence Guide			
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • critically review current continuous improvement processes • establish ongoing review of continuous improvement processes • implement improvements in the practice of continuous improvement • better align internal and external systems • gather data through interviews with stakeholders • review existing data • obtain additional data through a variety of techniques • communicate and negotiate at all levels within the organization 		
Underpinning Knowledge and Attitudes	competitive systems and practices tools, including: <ul style="list-style-type: none"> • value stream mapping • 5S • Just in Time (JIT) • mistake proofing • process mapping • establishing customer pull • kaizen and kaizen blitz • setting of KPIs/metrics • identification and elimination of waste (MUDA) • continuous improvement processes including implementation, monitoring and evaluation strategies for a 		
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	<p>whole organization and its value stream</p> <ul style="list-style-type: none"> • difference between breakthrough improvement and continuous improvement • organizational goals, processes and structure • approval processes within organization • cost/benefit analysis methods • methods of determining the impact of a change • advantages and disadvantages of communication media, methods and formats for different messages and audiences • customer perception of value • define, measure, analyze, improve, and control and sustain (DMAIC) process
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • 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 value stream and to audiences of different levels of literacy and numeracy • analyze current state/situation of the organization and value stream • determine and implement the most appropriate method for capturing value stream improvements • collect and interpret data and qualitative information from a variety of sources • analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • relate implementation and use of competitive systems and practices and continuous improvement to customer benefit • 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, value stream members, employees and members of the community • review relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: <ul style="list-style-type: none"> ➤ Key Performance Indicators (KPIs) for existing processes ➤ quality statistics ➤ delivery timing and quantity statistics ➤ process/equipment reliability ('uptime')

	<ul style="list-style-type: none"> ➤ incident and non-conformance reports ➤ implementing continuous improvement to support systems and areas, including maintenance, office, training and human resources
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: Economic Infrastructure
 Sub-Sector: Business and Finance



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