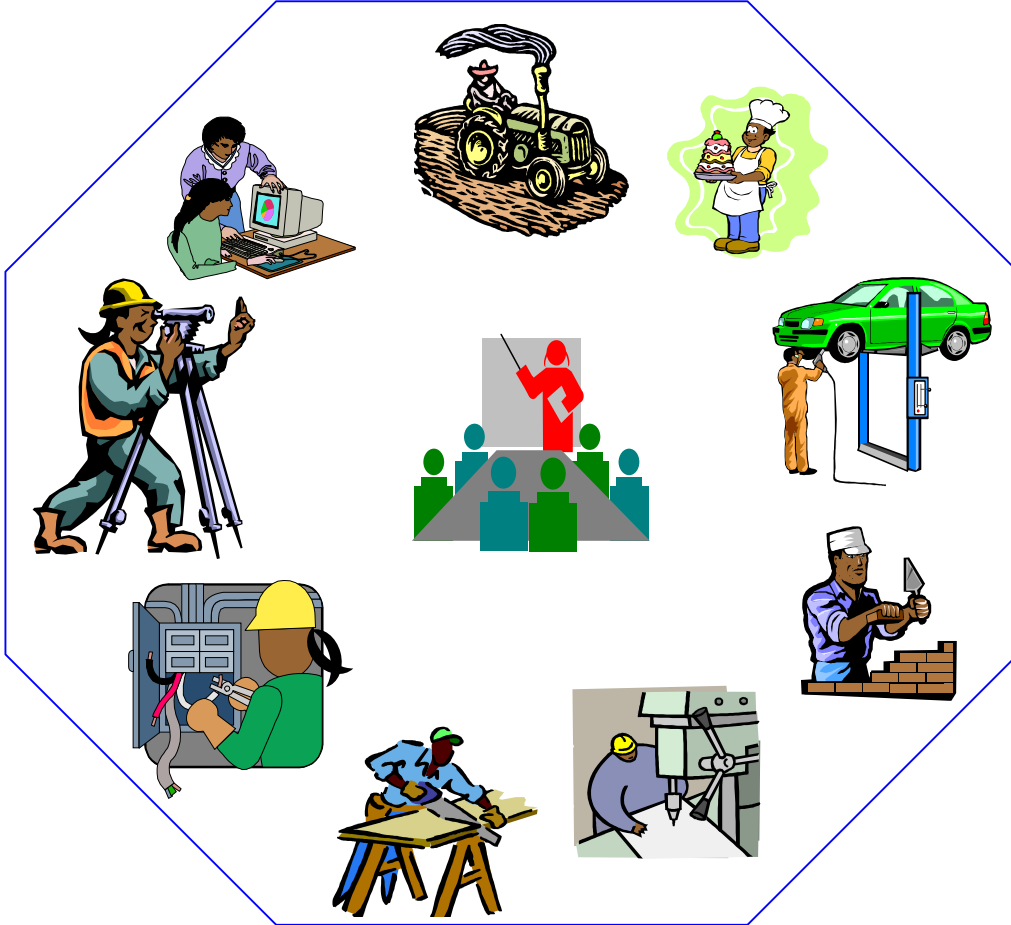


Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD

ACCOUNTS AND BUDGET SUPPORT
NTQF Level III



*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 CHART

Occupational Standard: Accounts and Budget Support			
Occupational Code: EIS ACB3 0812			
<i>NTQF Level III</i>			
EIS ACB3 01 0812 Process Financial Transactions and Extract Interim Reports	EIS ACB3 02 0812 Administer Subsidiary Accounts and Ledgers	EIS ACB3 03 0812 Perform Financial Calculations	
EIS ACB3 04 0812 Design and Produce Business Documents	EIS ACB3 05 0812 Administer Financial Accounts	EIS ACB3 06 0812 Prepare, Match and Process Receipts	
EIS ACB3 07 0812 Process Payment Documentation	EIS ACB3 08 0812 Process Applications for Credit	EIS ACB3 09 0812 Monitor and Control Accounts Receivable	
EIS ACB3 10 0812 Balance Cash Holdings	EIS ACB3 11 0812 Process Payroll	EIS ACB3 12 0812 Prepare Financial Reports	
EIS ACB3 13 0812 Produce Spreadsheets	EIS ACB3 14 0812 Calculate Taxes, Fees and Charges	EIS ACB3 15 0812 Handle Foreign Currency Transactions	
EIS ACB3 16 0812 Maintain Automatic Teller Machine (ATM) Services	EIS ACB3 17 0812 Maintain Business Records	EIS ACB3 18 0812 Process Customer Complaints	
EIS ACB3 19 0812 Deliver and Monitor a Service to Customers	EIS ACB3 20 0812 Monitor Implementation of Work plan /Activities	EIS ACB3 21 0812 Apply Quality Control	
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[EIS ACB3 22 0812](#)
Lead Work place
Communication

[EIS ACB3 23 0812](#)
Lead Small Teams

[EIS ACB3 24 0812](#)
Improve Business
Practice

[EIS ACB3 25 1012](#)
Maintain Quality
System and
Continuous
Improvement
Processes (Kaizen)

Occupational Standard: Accounts and Budget Support Level III	
Unit Title	Process Financial Transactions and Extract Interim Reports
Unit Code	EIS ACB3 01 0812
Unit Descriptor	This unit describes the functions involved in the preparation and processing of routine financial documents including preparing journal entries, posting journals to ledgers, preparing, banking and reconciling financial records, and extracting a trial balance and interim reports.

Elements	Performance Criteria
1. Check and verify supporting documentation	<p>1.1 Information from documents is identified, checked and recorded</p> <p>1.2 Supporting documentation is examined to establish accuracy and completeness and to ensure authorization by appropriate personnel</p>
2. Prepare and process banking and petty cash documents	<p>2.1 Deposits and withdrawals are accurately entered and balanced according to organizational procedures</p> <p>2.2 Cheques and card vouchers are checked for validity before processing</p> <p>2.3 Banking documentation is reconciled with organization's financial records</p> <p>2.4 Petty cash claims and vouchers are checked, processed and recorded and the petty cash book is balanced according to organizational procedures</p>
3. Prepare and process invoices for payment to creditors and for debtors	<p>3.1 Invoices are prepared in accordance with organizational procedures</p> <p>3.2 Invoices are checked against source documents for accuracy and any errors corrected</p> <p>3.3 All invoices and related documents are filed for auditing purposes</p>
4. Prepare journals and batch monetary items	<p>3.1 Journals are prepared accurately and completely and items batched within organizational timelines</p> <p>3.2 Batch items are precisely matched to initial receipt records</p> <p>3.3 Journals are authorized in accordance with organizational policy and procedures</p>
5. Post journals to ledger	<p>5.1 Journals are posted to ledger accurately and in accordance with organization input standards with transactions correctly allocated to system and accounts</p>

6. Enter data into system	<p>6.1 Data is entered into system accurately and in accordance with organization input standards with transactions correctly allocated to system and accounts</p> <p>6.2 Related systems are updated to maintain the integrity of relationships between financial systems</p>
7. Prepare deposit facility and lodge flows	<p>7.1 A deposit facility is selected appropriate to the banking method to be used</p> <p>7.2 Batch is balanced with deposit facility without error</p> <p>7.3 Security and safety precautions are taken appropriate to the method of banking in accordance with organizational policy and industry and legislative requirements</p> <p>7.4 Proof of lodgment is obtained and filed so that it is easily accessible and traceable</p>
8. Extract a trial balance and interim reports	<p>8.1 Any special transactions are processed accurately</p> <p>8.2 Cash and credit journals are completed and posted to general ledger</p> <p>8.3 A trial balance is extracted and checked and other required reports prepared</p> <p>8.4 Any errors are found and corrected</p>

Variable	Range
Information includes:	<ul style="list-style-type: none"> • account numbers • addresses • amounts of money, figures • card numbers • cheque numbers • dates • names
Documents may include:	<ul style="list-style-type: none"> • payment orders • application forms • claim forms • petty cash vouchers • bank payment vouchers • invoices • purchase orders • receipts • credit notes • statements • deposit books • delivery tickets • remittance advice

Supporting documentation may include information that supports the transaction such as:	<ul style="list-style-type: none"> • suspense reports • reconciliations
Validity may include:	<ul style="list-style-type: none"> • signature • dates • name • amounts
Journals may include:	<ul style="list-style-type: none"> • general • cash receipts • cash payments • bank payments • sales • purchases
Preparing journals accurately and completely means:	<ul style="list-style-type: none"> • meaningful notation • effective date specified • correct allocation • balanced transaction
Batch items are:	<ul style="list-style-type: none"> • grouped receipts treated as a separate transaction entity
Organizational policy and procedures may include:	<ul style="list-style-type: none"> • operations manual • internal control guidelines • computer system documentation
Deposit facilities may include:	<ul style="list-style-type: none"> • bank deposit slips • direct debit transaction reports
Banking methods include:	<ul style="list-style-type: none"> • personal • through a third party • by pick-up
Security and safety precautions may include:	<ul style="list-style-type: none"> • banking of all negotiable instruments on day received • all batches posted on day of receipt • cash management processes
Industry and legislative requirements may cover:	<ul style="list-style-type: none"> • Accounting Standards • credit directives • Ethiopian code of Ethics for professional Accountants • industry codes of practice • occupational health and safety (OHS) guidelines • relevant Insurance legislation • Stamp Duties proclamation • Taxation proclamation • Trade Practices legislation
Proof of lodgement may include:	<ul style="list-style-type: none"> • bank stamped deposit facility • verified transaction listing

Special transactions may include:	<ul style="list-style-type: none"> • introduction of additional capital • drawings of cash and goods • purchase and sale of non-current assets at book value • interest payable and receivable on overdue accounts • dishonour of cheques including write-back of discount • bad debts written off or recovered
Reports may include:	<ul style="list-style-type: none"> • balance sheet • trial balance • unadjusted income statement
Errors may include:	<ul style="list-style-type: none"> • a transaction not being recorded in a journal or recorded incorrectly • a journal entry not posted to the ledger or posted twice • an entry being made in an incorrect ledger account but on the correct side • entries being made on the wrong side of two ledger accounts • offsetting errors (compensating errors) where two independent errors for the same amount are made

Evidence Guide			
Critical aspects of Competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> • accurately enter and balance deposits and withdrawals • process and balance petty cash transactions • check and verify supporting documentation • apply relevant security measures for preparing and banking receipts • batch monetary items and prepare deposit facilities • use knowledge of organizational policies and procedures and legislative requirements to accurately enter data into accounting systems and process journal entries • prepare and authorise journals and check journal processing reports • extract and check/correct a trial balance • file documentation to meet all organizational and regulatory requirements 		
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> • accounting conventions, processes and procedures • banking procedures and guidelines • industry codes of practice • legislative and regulatory requirements relevant to the work • organizational policy and procedures • relevant Acts and regulations • security procedures for handling cheques, vouchers and cash 		
Underpinning Skills	Demonstrates: <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➤ determine and confirm work requirements, using questioning and active listening as required 		
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	<ul style="list-style-type: none"> ➤ share information, listen and understand ➤ read and interpret documentation from a variety of sources ➤ use language and concepts appropriate to cultural differences • numeracy skills to make financial calculations • information technology skills for accessing and using spreadsheets and databases • literacy skills for data analysis and interpretation • evaluative and general analytical skills • organizational skills, including the ability to plan and sequence work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
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: Accounts and Budget Support Level III	
Unit Title	Administer Subsidiary Accounts and Ledgers
Unit Code	EIS ACB3 02 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to reconcile and monitor financial accounts receivable systems, identify bad and doubtful debts and plan a recovery action and remit payments to sundry creditors.

Elements	Performance Criteria
1. Review accounts receivable process	<p>1.1 Receipts entered into accounts receivable system are checked for accuracy, consistency and thoroughness</p> <p>1.2 Incorrect entries are identified and accurately recorded according to type and source of receipt</p> <p>1.3 Discrepancies between monies owed and monies paid are identified and investigated according to organization policy, procedures and guidelines</p> <p>1.4 Receipts entered into accounts receivable system are amended according to established procedures</p>
2. Identify bad and doubtful debts	<p>2.1 Debtors ledger is regularly reviewed in accordance with organization policy and guidelines to identify outstanding monies and further information, if required, sought from relevant sources</p> <p>2.2 Bad or doubtful debt status is verified through liaison with debtors</p> <p>2.3 Reporting procedures and appropriate documentation for bad and doubtful debts are completed in accordance with organization policy and guidelines</p>
3. Review compliance with terms and conditions and plan recovery action	<p>3.1 Clients in default of trading terms are correctly identified according to organization operating procedures and contacted promptly and courteously to make satisfactory arrangements to pay monies outstanding</p> <p>3.2 Monies owing that constitute breaches of organization credit policy are acted in accordance with organization policy and procedures</p> <p>3.3 Previous activities and communication with clients are thoroughly reviewed to establish adequacy of follow-up procedures, and whether all usual organization recovery avenues have been exhausted</p> <p>3.4 Plans are developed to pursue debt recovery or to initiate legal action with measures to collect monies completed in accordance with organization policy, guidelines and timelines</p>

4. Prepare reports and file documentation	<p>4.1 Reports are prepared which document accounts receivable, debt recovery type, cause and recovery plan and distributed to supervisors, managers and other relevant parties</p> <p>4.2 Documentation is filed promptly in accordance with organization policy and procedures</p>
5. Distribute creditors invoices for authorization	<p>5.1 Invoice discrepancies are identified, investigated and rectified and invoices encoded and recorded correctly</p> <p>5.2 Authorization for payment is requested from appropriate personnel</p>
6. Remit payments to creditors	<p>6.1 Cheque requisition is correctly drawn up and authorized and the correct general ledger to be drawn against identified</p> <p>6.2 Correct account is debited in a timely manner and in accordance with legislative and compliance requirements</p> <p>6.3 Creditors payments are prepared in an accurate manner</p>
7. Prepare accounts paid report and reconcile balances outstanding	<p>7.1 Data is collected and entered onto spreadsheet giving details of creditors and amounts paid and a report prepared for ratification by appropriate management</p> <p>7.2 Statements of outstanding balances are sought from suppliers where required and balances outstanding are reconciled to invoices received</p>

Variable	Range		
Receipts may include:	<ul style="list-style-type: none"> • bankers orders • cash • cash journal entry • cheques: <ul style="list-style-type: none"> ➤ personal ➤ bank • credit cards: <ul style="list-style-type: none"> ➤ direct ➤ mail ➤ telephone • direct debits • direct drawing • postal order 		
Discrepancies between monies owed and monies paid may occur as a result of:	<ul style="list-style-type: none"> • deduction of brokers or agents commissions • incorrect account allocation • key stroke errors • overpayments • part payments • system errors • termination of policies • under payments 		
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Organisation policy, procedures and guidelines may include:	<ul style="list-style-type: none"> • computer system documentation • internal control guidelines • legal obligations • operations manuals • overall organisation goals and objectives • suspension of credit facilities • trading terms and credit limits
Bad or doubtful debts are identified through:	<ul style="list-style-type: none"> • banks forgoing overdrafts • closure of business • dishonoured cheques • gazette listings • letters from solicitors/legal representatives or accountants • notices of administration • returned mail • sheriff/police notices or advertisements • utilities being cut off
Clients may include:	<ul style="list-style-type: none"> • accountants • agents • brokers • customers • intermediaries • policy holders • solicitors/ legal representatives
Reports may be periodic or on demand, manual or computer generated, and may include:	<ul style="list-style-type: none"> • consumer statements • legislative requirements • statistical and financial or management reports • user reports
Recovery plan and measures to collect monies may include:	<ul style="list-style-type: none"> • advice to supervisors/managers/legal officers • dunning/banking letters • legal action • letters of demand without prejudice • letters of notice • liaison with clients • plaint • return of goods • summons • third party intervention • write-offs
Appropriate personnel would depend on:	<ul style="list-style-type: none"> • industry and organisation requirements, and may include: <ul style="list-style-type: none"> ➤ the board of directors; or ➤ a designated group from the board of directors such as the executive

<p>Relevant legislative and compliance requirements may include:</p>	<ul style="list-style-type: none"> • consumer: <ul style="list-style-type: none"> ➤ Trade practice and consumer protection proclamation ➤ Consumer Credit Code • competition: <ul style="list-style-type: none"> ➤ Trade practice and consumer protection Authority • prudential: <ul style="list-style-type: none"> ➤ Prevention and suppression of money laundering and the financing of terrorism proclamation. ➤ Cheques and Payment Orders manuals ➤ Commercial code of Ethiopia ➤ Financial Institutions Code ➤ Financial Transaction Reports manuals ➤ Income Tax Proclamation.
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Evidence Guide	
<p>Critical aspects of Competence</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • interpret and comply with organisation policies and procedures and industry compliance requirements for monitoring accounts
<p>Underpinning Knowledge and Attitudes</p>	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • accounting principles and practices • accounting systems • awareness of legal systems and procedures and relevant acts or regulations • industry codes of practice • industry compliance requirements • organisation policy, guidelines and procedures • use of financial spreadsheets
<p>Underpinning Skills</p>	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➤ determine and confirm work requirements and interact with clients, using questioning and active listening as required ➤ share information, listen and understand ➤ use language and concepts appropriate to cultural differences • well-developed numeracy skills to make financial calculations • IT skills for accessing and using accounting systems, spreadsheets and databases • evaluation skills to determine payment status and any discrepancies • literacy skills for: <ul style="list-style-type: none"> ➤ data analysis and entry ➤ drafting reports and letters • organizational skills, including the ability to plan and sequence work and maintain accurate records
<p>Resources Implication</p>	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to</p>

	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: Accounts and Budget Support Level III	
Unit Title	Perform Financial Calculations
Unit Code	EIS ACB3 03 0812
Unit Descriptor	This unit covers the use of a common range of calculation methods and techniques for conducting routine financial calculations and transactions.

Elements	Performance Criteria
1. Obtain data and resources for financial calculations	<p>1.1 Input data is obtained and verified as relevant for workplace calculations</p> <p>1.2 Outcomes of calculations are determined and confirmed from task specifications</p> <p>1.3 Relevant resources and equipment are acquired to perform the calculations effectively</p> <p>1.4 Simple spreadsheets are developed where necessary to perform calculations that may be repeated</p>
2. Select appropriate methods and carry out financial calculations	<p>2.1 Hand held calculators are primarily used for performing calculations with other equipment that may be required identified and obtained as necessary</p> <p>2.2 Calculations are performed to complete the work requirements using appropriate techniques</p> <p>2.3 Data used in calculations is re-checked against task specifications</p>
3. Check calculations and record outcomes	<p>3.1 Results are checked to ensure the calculations are accurate, meet the required outcomes with common computational errors recognized and corrected where required</p> <p>3.2 Calculation results are recorded to industry standards and enterprise requirements</p> <p>3.3 Calculation worksheets are stored or electronically filed for future use</p>

Variable	Range
Input data may include:	<ul style="list-style-type: none"> • client records • enterprise tables and associated documentation • industry and government data and statistics such as: <ul style="list-style-type: none"> ➤ tax tables ➤ compound interest tables ➤ loan calculators ➤ depreciation factors

Workplace calculations include:	<ul style="list-style-type: none"> • basic loan calculations • compound interest • credit interest • Goods and Services Tax calculations • inflation effects • mark up and break even • simple interest • straight-line depreciation
Resources and equipment must include:	<ul style="list-style-type: none"> • hand held calculators and may include: <ul style="list-style-type: none"> ➤ computers ➤ financial services software ➤ spreadsheets ➤ on-line special purpose calculators
Appropriate techniques include:	<ul style="list-style-type: none"> • division • addition • subtraction • multiplication • percentages • fractions • decimals • straight-line graphs
Common computational errors may include:	<ul style="list-style-type: none"> • input/transcription errors • wrong spreadsheet function or formula used • incorrect methodology • wrong computational sign • incorrect order of operations • loss of constants • incorrect positioning of decimal points and brackets in equations

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • use sound written communication skills • understand and apply mathematical techniques and methods of calculation • effectively use relevant data entry, office equipment and software • check for accuracy of computational results • record calculation worksheets used for future reference and use
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • relevant financial services legislation and statutory requirements • relevant knowledge of organisation policy on record keeping and filing
Underpinning Skills	Demonstrates skills to:

	<ul style="list-style-type: none"> • ability to communicate effectively with co-workers and supervisors in order to clarify information • basic numeracy skills • data entry skills • IT skills for accessing and using appropriate software such as spreadsheets and databases and using internet information • questioning/listening techniques • time management skills • written communication skills necessary to complete business documentation
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: Accounts and Budget Support Level III	
Unit Title	Design and Produce Business Documents
Unit Code	EIS ACB3 04 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to design and produce various business documents and publications. It includes selecting and using a range of functions on a variety of computer applications.

Elements	Performance Criteria
1. Select and prepare resources	<p>1.1 Appropriate technology and software applications are selected and used to produce required business documents</p> <p>1.2 Layout and style of publication are selected according to information and organizational requirements</p> <p>1.3 Document design is ensured to be consistent with company and/or client requirements, using basic design principles</p> <p>1.4 Format and style are discussed and clarified with person requesting document/publication</p>
2. Design document	<p>2.1 Files and records are identified, opened and generated according to task and organizational requirements</p> <p>2.2 Document is designed to ensure efficient entry of information and to maximize the presentation and appearance of information</p> <p>2.3 A range of functions are used to ensure consistency of design and layout</p> <p>2.4 Input devices are operated within designated requirements</p>
3. Produce document	<p>3.1 Document production is completed within designated time lines according to organizational requirements</p> <p>3.2 Document produced is checked to ensure it meets task requirements for style and layout</p> <p>3.3 Document is stored appropriately and document is saved to avoid loss of data</p> <p>3.4 Manuals, training booklets and/or help-desks are used to overcome basic difficulties with document design and production</p>
4. Finalize document	<p>4.1 Document is proofread for readability, accuracy and consistency in language, style and layout prior to final output</p> <p>4.2 Any modifications to document are made to meet requirements</p>

	<p>4.3 Document is named and stored in accordance with organizational requirements and exit the application without data loss/ damage</p> <p>4.4 Document is printed and presented according to requirements</p>
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Variable	Range
Technology may include:	<ul style="list-style-type: none"> • computers • photocopiers • printers • scanners
Software may include:	<ul style="list-style-type: none"> • accounting packages • database packages • presentation packages • spreadsheet packages • word processing packages
Business documents may include:	<ul style="list-style-type: none"> • accounts statements • client databases • newsletters • project reviews • proposals • reports • web pages
Organizational requirements may include:	<ul style="list-style-type: none"> • budgets • correctly identifying and opening files • legal and organizational policies, guidelines and requirements • locating data • log-on procedures • manufacturers' guidelines • occupational health and safety policies, procedures and programs • quality assurance and/or procedures manuals • saving and closing files • security • storing data
Functions may include:	<ul style="list-style-type: none"> • alternating headers and footers • editing • merging documents • spell checking • table formatting • using columns • using styles
Input devices may include:	<ul style="list-style-type: none"> • keyboard • mouse

	<ul style="list-style-type: none"> • numerical key pad • scanner
Naming documents may include:	<ul style="list-style-type: none"> • appropriate file type • Authorized access • file names according to organizational procedure e.g. numbers rather than names • file names which are easily identifiable in relation to the content • file/ directory names which identify the operator, author, section, date etc • filing locations • organizational policy for backing up files • organizational policy for filing hard copies of documents • security
Storing documents may include:	<ul style="list-style-type: none"> • storage in directories and sub-directories • storage on CD-ROMs, disk drives or back-up systems • storing/filing hard copies of computer generated documents • storing/filing hard copies of incoming and outgoing facsimiles • storing/filing incoming and outgoing correspondence

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • designing and producing a minimum of 3 completed business documents, using at least 2 software applications in the production of each document • using appropriate data storage options • Knowledge of the functions and features of contemporary computer applications.
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • appropriate technology for production requirements • functions and features of contemporary computer applications • organizational policies, plans and procedures • Organizational requirements for document design e.g. style guide.
Underpinning Skills	<p>Demonstrates skills of:</p> <ul style="list-style-type: none"> • keyboarding and computer skills to complete a range of formatting and layout tasks • literacy skills to read and understand a variety of texts; to prepare general information and papers according to target audience; and to edit and proofread documents to ensure clarity of meaning and conformity to organizational requirements • numeracy skills to access and retrieve data • Problem-solving skills to determine document design and production processes.
Resources	Access is required to real or appropriately simulated situations,

Implication	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: Accounts and Budget Support Level III	
Unit Title	Administer Financial Accounts
Unit Code	EIS ACB3 05 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to correctly allocate payments, reconcile accounts and maintains customer details.

Elements	Performance Criteria
1. Allocate customer payments	<p>1.1 Payments are allocated correctly to the appropriate customer accounts and receipts are banked according to organization guidelines and policy</p> <p>1.2 Service to customers is prompted and documentation is completed and processed quickly and accurately to maximize customer satisfaction</p>
2. Reconcile accounts	<p>2.1 Accurate responses are given to customers with any billing or account queries and any necessary billing adjustments accurately made to the correct customer accounts</p> <p>2.2 Customer complaints are responded to appropriately and promptly in accordance with organization policy</p>
3. Maintain customer details	<p>3.1 Details on customer account files are kept accurately and maintained up to date</p> <p>3.2 Sources of customer details are checked for reliability and verified where necessary</p>

Variable	Range
Details on customer accounts may include:	<ul style="list-style-type: none"> • Company Number • credit limit • customer contact telephone numbers • customer delivery and postal addresses • customer file and identification number • customer name • facsimile numbers • electronic addresses • invoice and account number • outstanding amount details • part payment details • payment due • Payment due date.
Organisation guidelines and policy may include:	<ul style="list-style-type: none"> • legislative requirements • memorandums • policy and procedures manuals

	<ul style="list-style-type: none"> • Workplace documents.
Documentation may include, but is not limited to:	<ul style="list-style-type: none"> • account maintenance forms • aged debtors trial balance • audit trails • cash allocation and journal processing • credit or debit notes • customer account reconciliations • customer statements • dishonoured cheques • purchase orders • signed delivery dockets/notes
Billing adjustments may include:	<ul style="list-style-type: none"> • cancellation fees • claims • discounts • correction of Goods and Services Tax • full payment received • interest charges • outstanding amount • part payment received • refunds • reimbursement fees • sales tax
Account files may be:	<ul style="list-style-type: none"> • electronic • paper-based
Sources of customer details may include:	<ul style="list-style-type: none"> • government agencies • inter-organization departments

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • validate account details • apply basic knowledge of appropriate legislation • interpret and apply organisation credit policy • clarify information for basic credit accounts • Accurately use data entry and recording systems.
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • general developments in credit management • basic financial transaction processes and procedures • organization policy • workplace occupational health and safety (OHS) requirements
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➤ determine and confirm work requirements and interact with customers, using questioning and active listening as required ➤ share information, listen and understand

	<ul style="list-style-type: none"> ➤ use language and concepts appropriate to cultural differences • numeracy skills to make financial calculations • information technology skills for accessing and using accounting systems, spreadsheets, databases and internet information • literacy skills for data analysis and entry • organizational skills, including the ability to plan and sequence work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
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: Accounts and Budget Support Level III	
Unit Title	Prepare, Match and Process Receipts
Unit Code	<u>EIS ACB3 06 0812</u>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to receive, identify and record receipts, match receipts to documentation, enter data into organization operating or accounting systems and file all necessary documentation.

Elements	Performance Criteria
1. Receive, identify and record receipts	<p>1.1 Established procedures are followed and receipts are checked for accuracy against remittance documents</p> <p>1.2 All receipts are recorded with remittance types accurately identified to ensure correct allocation in accordance with organization policy and procedures</p> <p>1.3 Batching is completed in accordance with organization systems and operating procedures and relevant departments advised of total daily receipts</p>
2. Match receipts to documentation	<p>2.1 Receipts are checked and matched to documentation accurately and promptly and documentation security maintained to protect interests of all parties to transaction</p> <p>2.2 Unmatched receipts are noted for follow-up or referral in accordance with organization, industry and legislative requirements</p>
3. Enter data to systems	<p>3.1 All receipts are accurately allocated to appropriate chart of account areas and data entered onto receipt systems without error and within time requirements specified in relevant organization policy and procedures</p> <p>3.2 All receipts are accurately matched to system debit with any data and allocation discrepancies identified promptly to enable early follow-up</p> <p>3.3 Advice on source and solution to discrepancies is sought, where necessary, to solve outstanding problems</p> <p>3.4 Related systems are updated, reconciliations completed and discrepancies between general ledger and sub-systems resolved</p>
4. File documentation	<p>4.1 Documentation is filed promptly in accordance with organization policy and procedures</p> <p>4.2 Location of filed documentation is accessible and easily traceable when required</p>

Variable	Range
Receipts may include:	<ul style="list-style-type: none"> • bankers orders • cash • cash journal entry • cheques • credit cards: <ul style="list-style-type: none"> ➢ direct ➢ mail ➢ telephone • direct debits • direct drawing • payroll deduction • postal money order
Organisation policy and procedures may include:	<ul style="list-style-type: none"> • computer systems documentation • internal control guidelines • operations manuals
Industry and legislative requirements may cover:	<ul style="list-style-type: none"> • Cash Transaction manuals • credit directives • industry codes of practice • relevant Insurance law • Taxation proclamation.
Receipt systems may include:	<ul style="list-style-type: none"> • Assets • cash receipts debiting • commissions • investment • loans • receipting system may take account of optimising legislative requirements including Financial Institutions Duty • computer based • manual
Data and allocation discrepancies may include:	<ul style="list-style-type: none"> • incorrect account allocation • Key stroke error.

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • interpret and apply organisation policies and procedures for preparing, matching and processing receipts • comply with legislative requirements for processing receipts • accurately match receipts to relevant documentation • enter data into organisation systems and correctly file documentation
Underpinning Knowledge and	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • industry codes of practice

Attitudes	<ul style="list-style-type: none"> • awareness of relevant acts and regulations • relevant legal systems and procedures impacting on payment systems • organization policy and procedures
Underpinning Skills	<p>Demonstrates :</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➤ determine and confirm work requirements and interact with customers, using questioning and active listening as required ➤ share information, listen and understand ➤ use language and concepts appropriate to cultural differences • numeracy skills to make financial calculations • information technology skills for accessing and using accounting systems, spreadsheets, databases and internet information • evaluation skills to determine payment status and any discrepancies • literacy skills for data analysis and entry • organizational skills, including the ability to plan and sequence work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Assessment Methods	<p>Competency may be accessed 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: Accounts and Budget Support Level III	
Unit Title	Process Payment Documentation
Unit Code	<u>EIS ACB3 07 0812</u>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to identify payments for processing and accurately process financial payment documents.

Elements	Performance Criteria
1. Enter data to system	<p>1.1 Data is entered into systems without error and within time requirements as specified in relevant organization policy and procedures</p> <p>1.2 Data is allocated to correct systems and accounts and related systems are updated</p> <p>1.3 System controls are maintained to ensure the integrity and security of client and payee database</p>
2. Create payment facility	<p>2.1 Payment facility is processed accurately in accordance with organization policy and procedures</p> <p>2.2 Documentation is maintained in a secure manner to protect the privacy and interests of all parties</p>
3. Verify payments against documentation	<p>3.1 Authorization for payment is confirmed with information on payment facility matching approved documentation</p> <p>3.2 Discrepancies are identified and followed up promptly</p>
4. Effect payments	<p>4.1 Payments are made within agreed credit arrangements in accordance with organization policy and procedures and industry and legislative requirements</p> <p>4.2 Payment instruments are signed in accordance with relevant authority levels and related systems updated promptly to ensure that the integrity of accounting systems are maintained</p> <p>4.3 Primary documentation associated with payment is cancelled or noted to ensure multiple payments are not made</p>
5. File documentation	<p>5.1 Documentation is filed promptly in accordance with organization policy and procedures</p> <p>5.2 Location of filed documentation is easily accessed and traced</p>

Variable	Range
Organisation policy and procedures	<ul style="list-style-type: none"> • computer system documentation • internal control guidelines

may include:	<ul style="list-style-type: none"> • operations manuals
Related systems may include:	<ul style="list-style-type: none"> • assets system • claims • commissions and fees • holding/suspense accounts • receivables • reinsurance • tax related
Systems controls:	<ul style="list-style-type: none"> • protect against the corruption of payee: <ul style="list-style-type: none"> ➢ name ➢ address ➢ bank account details
Payment facility documentation may include:	<ul style="list-style-type: none"> • authorisation slips • batch records • cheque cancellations • confirmation of receipt • delivery dockets • invoices • payment requests • periodic approvals • signature verifications • stop payments
Industry and legislative requirements may cover:	<ul style="list-style-type: none"> • Relevant Financing laws • Trade practice and consumer protection proclamation • industry codes of practice • occupational health and safety (OHS) guidelines • relevant Insurance laws • Taxation law

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • interpret and apply organisation, industry and legislative requirements for processing payment documentation • accurately enter data in organisation systems • create payment facilities and verify payments against documentation
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • awareness of relevant acts and regulations • industry codes of practice • organisation policy and procedures • relevant legal systems and procedures impacting on payment systems
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➢ determine and confirm work requirements and interact with customers, using questioning and active listening as

	<p>required</p> <ul style="list-style-type: none"> ➤ share information, listen and understand ➤ use language and concepts appropriate to cultural differences <ul style="list-style-type: none"> • numeracy skills to make financial calculations • information technology skills for accessing and using accounting systems, spreadsheets, databases and internet information • evaluation skills to determine payment status and any discrepancies • literacy skills for data analysis and entry • organizational skills, including the ability to plan and sequence work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
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: Accounts and Budget Support Level III	
Unit Title	Process Applications for Credit
Unit Code	EIS ACB3 08 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to apply product knowledge and advisory skills in order to identify, confirm and process applications for credit prior to assessment in accordance with organizational and legislative requirements.

Elements	Performance Criteria
1. Check and verify application details	<p>1.1 Information required to support application is gathered in accordance with credit policy and information recorded using correct organization policies and procedures</p> <p>1.2 Information provided by applicant and obtained from other sources is verified for accuracy and compliance with relevant legislative requirements and organizational requirements</p>
2. Submit assessment and decision	<p>2.1 The decision is formed to reject or accept an application on the basis of total credit assessment conducted and credit policy</p> <p>2.2 Decisions to advance funds or extend credit that fall outside the officer's approval or limits of authority are referred to relevant approving personnel</p> <p>2.3 Recommendations to accept or reject applications to provide credit or advance funds and any required security are prepared and forwarded to relevant personnel promptly and in accordance with organization procedures</p>
3. Maintain application records and complete necessary documentation	<p>3.1 Records system is kept up to date and maintained according to legislative requirements and timeframes and organization policy and procedures</p> <p>3.2 File and record movements are monitored and recorded</p> <p>3.3 Documentation is produced accurately, clearly and concisely, in accordance with industry, organization and legislative requirements and timeframes</p>

Variable	Range
Information can be obtained via:	<ul style="list-style-type: none"> • face-to-face interview at: <ul style="list-style-type: none"> ➢ lender's office ➢ applicant's home ➢ worksite ➢ off-site • facsimile

	<ul style="list-style-type: none"> • internet • mail • teleconference • telephone interview
Relevant legislative requirements may include:	<ul style="list-style-type: none"> • Relevant Investments laws • Cheques and Payment Orders manuals • Electronic Funds Transfer Code of Conduct • Financial Institutions Code • Financial Transaction Reports manuals • Trade practice and Consumer Protection proclamation • Personal Property Securities laws. • Prudential requirements
Credit assessment may be made by:	<ul style="list-style-type: none"> • designated approval staff • the interviewer • a central lending unit
Credit policy includes reference to:	<ul style="list-style-type: none"> • compliance • National Bank of Ethiopia (NBE) Credit directives requirements • Company's credit guide lines • satisfactory credit history • Security requirements.
Security may include:	<ul style="list-style-type: none"> • application may be for an unsecured or secured loan • goods mortgage • real property mortgage • third party security: <ul style="list-style-type: none"> ➢ co-borrower ➢ guarantor ➢ Personal Property Securities laws requirements.
Organisation policy and procedures may include information in regard to:	<ul style="list-style-type: none"> • administrative and clerical systems • coding systems • lender requiring or not requiring mortgage indemnity insurance • product and account and service range • range of responsibility
Documentation may include:	<ul style="list-style-type: none"> • approval of offer documents • disclosure and associated documents • loan schedule • Security documents

Evidence Guide

Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • thoroughly check to ensure that application details are accurate • apply knowledge of relevant legislation • interpret and comply with credit policy in accordance with the NBE's Credit directives
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	<ul style="list-style-type: none"> • use relevant data entry, office equipment and software
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • credit products, their features and requirements for application • organizational policies and procedures in regard to customer service and techniques • relevant credit legislation and statutory requirements, including: <ul style="list-style-type: none"> ➢ NBE's Credit directives ➢ Personal Property Securities laws • relevant industry codes of practice • security checking procedures
Underpinning Skills	<p>Demonstrate:</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➢ determine and confirm credit applicant requirements, using questioning and active listening as required ➢ liaise with others, share information, listen and understand ➢ use language and concepts appropriate to cultural differences • numeracy skills to: <ul style="list-style-type: none"> ➢ accurately analyze, record and store lending application data in accordance with organizational requirements ➢ calculate term of loan, repayments and interest • literacy skills to read and interpret documentation from a variety of sources and recording, gathering and consolidating credit application information • IT skills for accessing and using appropriate software such as spreadsheets and databases and internet information • written communication skills necessary to complete credit application records • organizational skills, including the ability to plan and sequence work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
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: Accounts and Budget Support Level III	
Unit Title	Monitor and Control Accounts Receivable
Unit Code	EIS ACB3 09 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to determine the nature and extent of account deficits and to reach a decision on payment methods and appropriate monitoring and controlling of accounts.

Elements	Performance Criteria
1. Collect and record monies due	1.1 Status of debt is determined in accordance with organization policy and guidelines and legislative requirements 1.2 Transactions on account are accurately recorded and maintained according to organization policy and guidelines 1.3 Records of customer contact are accurately maintained
2. Review compliance with terms and conditions	2.1 Customers in breach of terms and conditions are correctly identified and contacted promptly and courteously to bring account within terms
3. Resolve disputed amounts within predetermined parameters	3.1 Background to claim is thoroughly researched based on client's outline of dispute 3.2 Records are thoroughly checked for verification of all case material 3.3 Type of claim is correctly identified and resolved in accordance with organization policy and procedures

Variable	Range
Organisation policy and guidelines may cover:	<ul style="list-style-type: none"> • accepting and rejecting credit applications • applying customer payments to appropriate accounts • assistance to customers on billing and collection problems • collecting monies due • gathering information and its evaluation • legal obligations • liaison and information dissemination to internal and external parties • maintenance of customer account files • maintenance of security of invoice and other appropriate files • making billing adjustments to customer accounts • overall organisation goals and objectives • reviewing and adjusting credit limits for established customers • setting credit limits or credit lines for applications • development and informal training of credit staff

	<ul style="list-style-type: none"> • suspension of credit facilities • trading terms and credit limits
Legislative requirements may include:	<ul style="list-style-type: none"> • Commercial code with regard to: <ul style="list-style-type: none"> ➢ Bankruptcy and liquidation ➢ Bills of Sales and Other Instruments ➢ Cheques and Payment Orders ➢ contract ➢ Corporations ➢ Partnership • Personal Property Securities laws • Trade Practices and consumer protection proclamation.
Records may include:	<ul style="list-style-type: none"> • agency file systems • audit records • law enforcement and prosecution agencies • past investigations • records of customer contact that are electronic or paper-based • standards setting organization • telephone logs
Contact with customers:	<ul style="list-style-type: none"> • will primarily involve telephone communication

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • interpret and comply with appropriate legislation • know and implement organisation credit policy • liaise with others to clarify information for basic credit accounts • achieve positive outcomes • use data entry and recording systems and credit policies
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • credit management business protocols and process • organizational policy, procedures and systems • the credit management sector and related legislation
Underpinning Skills	<p>Demonstrate:</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➢ determine and confirm debt status, using questioning and active listening as required ➢ liaise with others, share information, listen and understand ➢ use language and concepts appropriate to cultural differences • numeracy and IT skills to: <ul style="list-style-type: none"> ➢ perform credit related calculations ➢ access and update account records electronically ➢ access web-based information services

	<ul style="list-style-type: none"> • literacy skills to read and interpret documentation from a variety of sources and record and consolidate debt related information • research and analysis for accessing, interpreting and managing trading terms and status information and to check claims • interpersonal skills to deal effectively with customers on outstanding repayment matters and to liaise with legal practitioners as required • judgement skills for making credit related decisions • organizational skills, including the ability to plan and sequence work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
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: Accounts and Budget Support Level III	
Unit Title	Balance Cash Holdings
Unit Code	EIS ACB3 10 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to clear registers, count money, calculate non-cash transactions and reconcile takings and balance cash holdings.

Elements	Performance Criteria
1. Maintain accurate cash floats	<p>1.1 Cash in safe box is maintained in accordance with organization's policies and procedures</p> <p>1.2 Regular cash transaction processing and proofing are conducted within specified timeframes and recorded appropriately with cash withdrawn and deposited checked for accuracy</p> <p>1.3 Cash at close of business is counted in accordance with organization's policies and procedures and discrepancies are investigated and corrected in order to balance float</p> <p>1.4 Cash within organization budget is maintained within set limits</p>
2. Remove receipts from terminal	<p>2.1 Terminal balances are performed in line with organization's policies and procedures and cash supplied to terminal according to organization policies and procedures with float separated from takings prior to balancing procedures</p> <p>2.2 Terminal information is recorded appropriately after accurate checking</p> <p>2.3 Security policies and procedures are followed in the removal and transportation of cash, cash float and non-cash documents</p>
3. Reconcile takings	<p>3.1 Cash and non-cash documents are correctly counted and calculated with terminal reading and sum of cash and non-cash transactions compared appropriately to achieve balance</p> <p>3.2 Records of individual takings are recorded accurately and in accordance with organization's policies and procedures</p>

Variable	Range
Cash in safe box includes:	<ul style="list-style-type: none"> notes and coins held in manual cash handling devices
Terminal includes:	<ul style="list-style-type: none"> a range of manual or electronic equipment used for the deposit and withdrawal of cash and non-cash documents

Organisation policies and procedures include policies and procedures relating to:	<ul style="list-style-type: none"> • neatness and tidiness of cash in safe box • terminal balancing and security • time frames for: <ul style="list-style-type: none"> ➢ processing transactions ➢ periodic and end of day balances ➢ recording of discrepancies
Security policies and procedures includes:	<ul style="list-style-type: none"> • organizational policies and procedures that specifically refer to the securing and safe handling and transport of money and non-cash transactions
Non-cash documents or transactions may include	<ul style="list-style-type: none"> • cheques • advance cards/ suspense payment voucher • others
Accurate recording of information may require recording on:	<ul style="list-style-type: none"> • duplicate or triplicate copies • permanent hard copy • proformas

Evidence Guide			
Critical aspects of Competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> • accurately balance cash holdings in accordance with the organization's requirements and procedures and precisely check cash and non-cash transactions 		
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> • relevant legislation and statutory requirements including: <ul style="list-style-type: none"> ➢ cash operation manual ➢ Industry codes of practice ➢ security checking procedures • the operation and maintenance of equipment which may include: <ul style="list-style-type: none"> ➢ security equipment ➢ transaction terminals ➢ numerical display boards ➢ calculators ➢ scanners • organizational policies and procedures in regard to: <ul style="list-style-type: none"> ➢ terminal balancing ➢ cash and non-cash transaction security ➢ cash float handling 		
Underpinning Skills	Demonstrates: <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➢ determine and confirm work requirements, using questioning and active listening as required ➢ liaise with others, share information, listen and understand ➢ use language and concepts appropriate to cultural differences • numeracy and IT skills to: 		
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	<ul style="list-style-type: none"> ➤ make basic cash and non-cash balancing calculations ➤ access and use computer-based transaction systems • problem solving skills to address balance errors and issues • literacy skills to read documents and complete forms and transaction records accurately • organizational skills, including the ability to plan and sequence work • teamwork skills to work cooperatively with others • self-management skills for complying with procedural requirements
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: Accounts and Budget Support Level III	
Unit Title	Process Payroll
Unit Code	EIS ACB3 11 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to process payroll from provided data using manual and computerised payroll systems.

Elements	Performance Criteria
1. Record payroll data	<p>1.1 Payroll data is checked and discrepancies are clarified with designated persons</p> <p>1.2 Employee pay period details and any deductions and allowances in payroll system are entered in accordance with source documents</p> <p>1.3 Payment is calculated due to individual employee to reflect standard pay and variations in accordance with employee source data</p>
2. Prepare payroll	<p>2.1 Payroll is prepared within designated time lines in accordance with organizational policy and procedures</p> <p>2.2 Total salary/wages are reconciled for pay period, irregularities are checked, corrected or referred to designated persons for resolution</p> <p>2.3 Arrangements for payment are made in accordance with organizational and individual requirements</p> <p>2.4 Authorization of payroll and individual pay advice is obtained in accordance with organizational requirements</p> <p>2.5 Payroll records are produced, checked and stored in accordance with organizational policy and security procedures</p> <p>2.6 Security procedures are followed for processing payroll and for maintaining payroll records</p>
3. Handle payroll enquiries	<p>3.1 Payroll enquiries are responded in accordance with organizational and legislative requirements</p> <p>3.2 Information is provided in accordance with organizational and legislative requirements</p> <p>3.3 Ensure all enquiries outside area of responsibility and knowledge are referred to designated persons for resolution</p> <p>3.4 Additional information or follow-up action is completed within designated time lines in accordance with organizational policy and procedures</p>

Variable	Range
Designated persons may include:	<ul style="list-style-type: none"> • immediate supervisor • those who have the authority to approve payroll decisions
Pay period details may include:	<ul style="list-style-type: none"> • bonus • casual wage • commission • contract • piecework • salary • wage
Deductions and allowances may include:	<ul style="list-style-type: none"> • car allowance • health insurance • income tax • meal allowance • superannuation contributions • travel allowance • union dues • others
Payroll system may include:	<ul style="list-style-type: none"> • manual • computerised
Source documents may include:	<ul style="list-style-type: none"> • employee earnings and payroll register • employee records or history • employee timesheets
Variations may include:	<ul style="list-style-type: none"> • holiday loading • long service leave • overtime • paid leave • rates of pay • sick leave • taxation • unpaid leave • others
Preparing payroll may include:	<ul style="list-style-type: none"> • calculation of gross pay • cash analysis • electronic funds transfer • net pay • preparing cheques • preparing pay advice slips • taxation and other deductions
Payroll records may include:	<ul style="list-style-type: none"> • cash analysis sheets • electronic funds transfer • employee summary report • end of month reports • end of year reports • pay advice slips

	<ul style="list-style-type: none"> • taxation reports
Enquiries may include:	<ul style="list-style-type: none"> • email • face-to-face • fax • telephone
Legislative requirements may include:	<ul style="list-style-type: none"> • relevant tax laws • confidentiality and security of records • Higher Education Contribution Scheme • Medical care levy • pension law

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • performing payroll calculations • applying knowledge of organizational guidelines relating to security and confidentiality of information
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • key provisions of relevant legislation from all forms of government, standards and codes that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➢ anti-discrimination legislation ➢ ethical principles ➢ codes of practice ➢ financial legislation ➢ occupational health and safety • organizational policy and procedures • types of payroll systems
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 • literacy skills to: <ul style="list-style-type: none"> ➢ read and understand organization's financial policies and procedures, and any procedures based on legislative requirements ➢ write cheque or salary authorizations ➢ prepare pay advice slips ➢ maintain records • numeracy skills to perform calculations and to reconcile figures • Problem-solving skills to reconcile figures and to resolve employee enquiries within scope of own responsibility.
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

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

Occupational Standard: Accounts and Budget Support Level III	
Unit Title	Prepare Financial Reports
Unit Code	EIS ACB3 12 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to record general journal adjustment entries and to prepare end of period financial reports.

Elements	Performance Criteria
1. Maintain asset register	<p>1.1 A register of property, plant and equipment from fixed asset transactions is prepared in accordance with organizational policy and procedures</p> <p>1.2 Method of calculating depreciation is determined in accordance with tax authority requirements</p> <p>1.3 Asset register and associated depreciation schedule are maintained in accordance with tax authority, organizational policy, procedures and accounting requirements</p>
2. Record general journal entries for balance day adjustments	<p>2.1 Depreciation of non-current assets and disposal of fixed assets are recorded in accordance with organizational policy, procedures and accounting requirements</p> <p>2.2 Expense accounts and revenue accounts are adjusted for prepayments and accruals</p> <p>2.3 Bad and doubtful debts are recorded in accordance with organizational policy, procedures and accounting requirements</p> <p>2.4 Ledger accounts are adjusted for inventories, if required, and transfer to final accounts</p>
3. Prepare final general ledger accounts	<p>3.1 General journal entries for balance day adjustments are entered in general ledger system in accordance with organizational policy, procedures and accounting requirements</p> <p>3.2 Revenue and expense account balances are posted to final general ledger accounts system</p> <p>3.3 Final general ledger accounts are prepared to reflect gross and net profits for reporting period</p>
4. Prepare end of period financial reports	<p>4.1 Revenue statement is prepared in accordance with organizational requirements to reflect operating profit for reporting period</p> <p>4.2 Balance sheet is prepared to reflect financial position of business at end of reporting period</p>

	4.3 Errors are identified and corrected, or referred for resolution in accordance with organizational policy and procedures
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Variable	Range
Calculating depreciation may include:	<ul style="list-style-type: none"> reducing balance method straight-line method
Expense accounts may include:	<ul style="list-style-type: none"> distribution expenses electricity freight inward and outward insurance interest paid rates rent paid telephone and fax wages and salaries
Revenue accounts may include:	<ul style="list-style-type: none"> commission received interest received rent received
Prepayments and accruals may include:	<ul style="list-style-type: none"> accrued expenses accrued revenue prepaid expenses prepaid revenue
Bad and doubtful debts may include:	<ul style="list-style-type: none"> calculating provision for doubtful debts writing off bad debts against provision for doubtful debts
Inventories may include:	<ul style="list-style-type: none"> goods for resale stationery and other office supplies
Final accounts may include:	<ul style="list-style-type: none"> profit and loss trading
Revenue statement comprises:	<ul style="list-style-type: none"> cost of goods sold if applicable gross profit operating net profit unclassified adjusted expenses and revenue
Reporting period may include:	<ul style="list-style-type: none"> as determined in organizational procedures financial year
Balance sheet comprises:	<ul style="list-style-type: none"> narrative or T format unclassified assets and liabilities

Evidence Guide	
Critical aspects of Competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> preparing financial reports applying the Accounting and Auditing Standards applying double-entry principles

Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • double-entry bookkeeping principles • general journal and general ledger entries • key provisions of relevant legislation and regulations from all forms of government, standards and codes that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➢ Taxation laws ➢ accounting and auditing standards ➢ Goods and Services Tax regulations ➢ anti-discrimination legislation ➢ ethical principles ➢ codes of practice ➢ finance legislation ➢ occupational health and safety • organizational accounting systems • organizational policies, procedures and accounting requirements
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication skills to clarify reporting requirements and obtain required data • literacy skills to: <ul style="list-style-type: none"> ➢ identify financial information ➢ follow the Accounting and Auditing Standards ➢ follow the organization's accounting procedures • numeracy skills to calculate percentages, addition and subtraction
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: Accounts and Budget Support Level III	
Unit Title	Produce Spreadsheets
Unit Code	<u>EIS ACB3 13 0812</u>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop spreadsheets through the use of spreadsheet software.

Elements	Performance Criteria
1. Select and prepare resources	<p>1.1 Adhere to <i>ergonomic, work organization and occupational health and safety requirements</i></p> <p>1.2 Energy and resource <i>conservation techniques</i> are used to minimize wastage</p> <p>1.3 Spreadsheet task requirements are identified in relation to data entry, storage, output and presentation</p>
2. Plan spreadsheet design	<p>2.1 Ensure <i>spreadsheet design</i> suits the purpose, audience and information requirements of the task</p> <p>2.2 Ensure spreadsheet design enhances readability and appearance, and meets organizational and task requirements for style and layout</p> <p>2.3 Style sheets and <i>automatic functions</i> are used to ensure <i>consistency of design and layout</i></p>
3. Create spreadsheet	<p>3.1 Ensure <i>data</i> is entered, <i>checked</i> and amended to maintain consistency of design and layout, in accordance with organizational and task requirements</p> <p>3.2 Spreadsheet is <i>formatted</i> using <i>software functions</i> to adjust page and cell layout to meet information requirements, in accordance with organizational style and presentation requirements</p> <p>3.3 Ensure <i>formulae</i> are tested and used to confirm output meets task requirements, in consultation with appropriate personnel as required</p> <p>3.4 Manuals, user documentation and online help to overcome problems are used with spreadsheet design and production</p>
4. Produce simple charts	<p>4.1 Chart type and design that enables valid representation of numerical data, and meets organizational and task requirements are selected</p> <p>4.2 Charts are created using appropriate data range in the spreadsheet</p> <p>4.3 Chart type and layout are modified using formatting features</p>

5. Finalize spreadsheets	<p>5.1 Spreadsheet and any accompanying charts are previewed, adjusted and printed, in accordance with task requirements</p> <p>5.2 Ensure data input meets designated time lines and organizational requirements for speed and accuracy</p> <p>5.3 Spreadsheet is named and stored in accordance with organizational requirements and exit the application without data loss/damage</p>
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Variable	Range
Ergonomic requirements may include:	<ul style="list-style-type: none"> • avoiding radiation from computer screens • chair height, seat and back adjustment • document holder • footrest • keyboard and mouse position • lighting • noise minimisation • posture • screen position • workstation height and layout
Work organisation requirements may include:	<ul style="list-style-type: none"> • exercise breaks • mix of repetitive and other activities • rest periods
Occupational health and safety requirements may include:	<ul style="list-style-type: none"> • inspections • organizational procedures regarding incidents, accidents, fire and emergencies • workplace meetings • workplace safety procedures • other consultative activities
Conservation techniques may include:	<ul style="list-style-type: none"> • double-sided paper use • recycling used and shredded paper • re-using paper for rough drafts (observing confidentiality requirements) • utilising power-save options for equipment
Spreadsheet design may include:	<ul style="list-style-type: none"> • appropriateness to required tasks • basic analysis • charts • formatting and reformatting • formulae • functions • headers and footers • headings • headings and labels • identification and parameters • import and export of data

	<ul style="list-style-type: none"> • labels • macros • multi-page documents • split screen operation
Automatic functions may include:	<ul style="list-style-type: none"> • auto date • auto correct • auto format • auto text • default settings • headers and footers • page numbering • styles • table headings
Consistency of design and layout may include:	<ul style="list-style-type: none"> • borders • bullet/number lists • captions • consistency with other business documents • page numbers • spacing • typeface styles and point size
Data may include:	<ul style="list-style-type: none"> • numbers • text
Checking data may include:	<ul style="list-style-type: none"> • accuracy of data • accuracy of formula with calculator • ensuring instructions with regard to content and format have been followed • proofreading • spelling, electronically and manually
Formatting may include:	<ul style="list-style-type: none"> • alignment on page • efficiency of formula • enhancements to format - borders, patterns and colours • enhancements to text • headers/footers • use of absolute and relative cell addresses • use of cell addresses in formula
Software functions may include:	<ul style="list-style-type: none"> • adding/deleting columns/rows • formatting cells • formatting text • headers/footers • sizing columns/rows • using macros • utilising shortcuts

Formulae may include:	<ul style="list-style-type: none"> • average • division • multiplication • percentage • subtraction • sum • combinations of above
Printing may include:	<ul style="list-style-type: none"> • charts • entire workbooks • selected data within a worksheet • worksheets
Designated time lines may include:	<ul style="list-style-type: none"> • organizational time line e.g. financial requirements • time line agreed with internal/external client • time line agreed with supervisor/person requiring spreadsheet
Naming and storing spreadsheet may include:	<ul style="list-style-type: none"> • Authorized access • file naming conventions • filing locations • organizational policy for backing up files • organizational policy for filing hard copies of spreadsheets • security • storage in electronic folders/sub-folders • storage on CD-ROM, USB, tape back-up, server

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • designing spreadsheets that address a range of data and organizational requirements • using software functions, graphics and support materials to create spreadsheets • knowledge of formatting requirements of workplace documents
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • formatting requirements of workplace documents • organizational guidelines on spreadsheet design and use • Organizational requirements for ergonomic standards, work periods and breaks, and conservation techniques.
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • communication skills to clarify requirements of spreadsheet • editing and proofreading skills to check own work for accuracy against original • keyboarding skills to enter text and numerical data • literacy skills to read and understand organizational procedures, and to use basic models to produce a range of spreadsheets • mathematical and statistical skills to use spreadsheet functions such as sum, counts and averages

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: Accounts and Budget Support Level III	
Unit Title	Calculate Taxes, Fees and Charges
Unit Code	EIS ACB3 14 0812
Unit Descriptor	<p>This unit covers the skills and knowledge required to determine liability to pay taxes, fees and charges and calculate amounts payable. It includes assessing goods and documents for liability; calculating taxes, fees and charges; and completing transaction records.</p> <p>In practice, calculating taxes, fees and charges may overlap with other generalist or specialist public sector workplace activities such as acting ethically, complying with legislation, working effectively, using resources and financial systems, organising workplace information, etc.</p>

Elements	Performance Criteria
1. Assess goods and documents for duty and tax liability	<p>1.1 Goods and documents are examined in accordance with legislation, organizational guidelines and procedures.</p> <p>1.2 Class of taxes, fees or charges is determined in accordance with legislation and guidelines.</p> <p>1.3 The value of the goods/services is determined.</p> <p>1.4 Liability to pay taxes, fees and charges is determined in accordance with legislation, policies and guidelines.</p> <p>1.5 The rate of taxes, fees and charges is determined in accordance with organizational policy and procedures.</p>
2. Calculate taxes, fees and charges	<p>2.1 Taxes, fees and charges are calculated in accordance with relevant legislation, policies and guidelines.</p> <p>2.2 Relevant systems are used to assess amounts payable.</p> <p>2.3 All calculations are made accurately and checked for consistency.</p>
3. Complete transaction records	<p>3.1 Records of transaction are completed clearly and accurately in accordance with organizational guidelines, and identify all relevant information.</p> <p>3.2 Transaction records are issued in accordance with organizational guidelines and standard operating procedures.</p> <p>3.3 Copies of transaction records are retained and stored in accordance with legislation, policies, guidelines and procedures.</p>

Variable	Range
Goods may include:	<ul style="list-style-type: none"> • air and sea cargo • hand-held cabin baggage • passenger and crew baggage • 'per favour' items • postal items • unaccompanied baggage • bulk and Containerized products
Legislation, organizational guidelines and procedures may include:	<ul style="list-style-type: none"> • enabling and allied legislation and regulations, such as: <ul style="list-style-type: none"> ➤ Customs duty law ➤ Customs Tariff ➤ Excise Tax law ➤ Quarantine law ➤ Imported Items Control regulations ➤ Export Control regulations • organizational policies and procedures • work area standard operating procedures/work instructions • procedures manuals • occupational health and safety and environment legislation and guidelines
Taxes, fees and charges may include:	<ul style="list-style-type: none"> • tariffs • duty • penalties • infringement notices • taxes, such as: <ul style="list-style-type: none"> ➤ Goods and Services Tax ➤ Luxury goods Tax • fees for service, such as: <ul style="list-style-type: none"> ➤ treatment and return to sender charges ➤ document charges ➤ fees associated with import directions ➤ inspection charges
Value of the goods may include:	<ul style="list-style-type: none"> • value of the taxable import • customs value • prescribed weight
Liability to pay includes consideration of:	<ul style="list-style-type: none"> • possible tax exemptions • possible customs exemptions • who has liability (i.e. owner or packer)
Rate may take account of:	<ul style="list-style-type: none"> • charging guidelines • legislated penalty units • origin of the goods • applicable concessions • correct tariff classification
Relevant systems	<ul style="list-style-type: none"> • specific 'ready reckoners'

or packages may include:	<ul style="list-style-type: none"> • revenue systems • Duty calc • COMPILE • AIMS /Accounting Information Management System/ • EXDOC /Export Documentation System/
Records of transactions may include:	<ul style="list-style-type: none"> • informal clearance documents • customs entry • invoice • demand for payment • record of credit payment • other forms of receipt

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • Uphold the values and principles of public service • Work effectively in the organisation • Contribute to workgroup activities • Access and use resources and financial systems • Organise workplace information • Comply with legislation in the public sector • Contribute to workplace safety
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • legislation, policy, procedures, guidelines, protocols and procedures relating to the calculation of taxes, fees and charges • jurisdictional values/ethics and codes of conduct • equity and diversity principles • valuation methods • workplace and industry environment • public sector legislation and procedures such as occupational health and safety and environment
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • determining the correct rate to be applied to the full range of goods/services • accurately calculating monies owed on a range of goods/services • applying accurate recordkeeping • validating claims and documents • using packages/systems (including relevant mainframe and PC-based packages) in assessing amounts payable • applying decision making using sound judgment • communicating with diverse audiences, conveying sometimes complex information orally and in writing • responding to diversity, including gender and disability
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to</p>

	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: Accounts and Budget Support Level III	
Unit Title	Handle Foreign Currency Transactions
Unit Code	EIS ACB3 15 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to provide customer service and handle foreign currency transactions including buying and selling foreign currency travellers cheques, notes and coins within a retail banking environment.

Elements	Performance Criteria
1. Identify nature of customer's foreign currency needs	<p>1.1. The nature of the foreign currency transaction is clarified with the customer</p> <p>1.2. Relevant information is obtained from the customer including verifying the identity of the person presenting notes for sale or wishing to purchase foreign currency according to organizational policy and procedures</p> <p>1.3. Customer requests for foreign currency dealings are handled in accordance within the officer's authority to approve transactions</p>
2. Verify that the proposed transaction can be conducted	<p>2.1. Cleared funds are identified as available for requests to purchase foreign currency</p> <p>2.2. Requests for foreign currency notes are assessed against current stock of currencies held with currencies not held on site ordered and the customer advised when they will be available</p> <p>2.3. Foreign currency notes presented for sale are verified for authenticity according to organizational procedures</p>
3. Conduct the transaction	<p>3.1. Conversion of foreign currency amounts is calculated using the Organization's set procedures and tables or by accessing relevant databases</p> <p>3.2. The customer is provided with a copy of the rates used to calculate the currency conversion</p> <p>3.3. Where travellers cheques are being purchased or sold, the customer's signature is witnessed in accordance with policies and procedures</p> <p>3.4. Details of the transaction are entered into the relevant database</p>
4. Maintain accurate records of transaction	<p>4.1. Required vouchers and receipts are completed in accordance with organisation procedures and required signatures are obtained on relevant documentation</p>

	<p>4.2. Relevant reports are completed and filed in the event of significant cash transactions including relevant reports where a transaction is considered a possible suspect transaction</p> <p>4.3. Internal records of foreign currency transactions are updated and maintained in accordance with organizational procedures</p>
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Variable	Range
Foreign currency transactions may include:	<ul style="list-style-type: none"> • conversion of Ethiopian birr to another currency • foreign notes and coins • international drafts • overseas bank cheques • telegraphic transfers • traveller's cheques
The customer may be:	<ul style="list-style-type: none"> • a customer of another financial institution • a new customer • a resident or non-resident of Ethiopia • an existing customer
Relevant information to be collected may include:	<ul style="list-style-type: none"> • bank account details • name, address and contact details • source of funds to cover transaction
Cleared funds refers to:	<ul style="list-style-type: none"> • cash • cheque from same institution • cleared funds within a bank account held at same institution
Significant cash transactions are:	<ul style="list-style-type: none"> • transactions involving currency (i.e. coin and paper money of Ethiopia or of a foreign country) in excess of the equivalent of Birr 200,000 or as determined by legislation

Evidence Guide			
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • undertake a range of foreign currency transactions effectively and accurately, completing relevant checks, documentation and records • follow organizational procedures when conducting foreign currency transactions especially to ensure that unacceptable risks are not taken 		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • industry codes of practice including: <ul style="list-style-type: none"> ➢ Consumer Credit Code ➢ Code of Banking Practice ➢ Prevention and Suppression of Money Laundering and the Financing of Terrorism Proclamation • organization policies and procedures in regard to foreign 		
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	<p>currency transactions</p> <ul style="list-style-type: none"> • relevant fees and charges for foreign currency transactions • relevant legislation and statutory requirements including Financial Transaction Reports manuals
Underpinning Skills	<p>Demonstrates :</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➢ determine and confirm customer requirements, using questioning and active listening as required ➢ provide relevant responses to customer queries on foreign currency transactions ➢ liaise with others, share information, listen and understand ➢ use language and concepts appropriate to cultural differences • numeracy and IT skills to: <ul style="list-style-type: none"> ➢ make basic financial transaction calculations ➢ access and use computer-based transaction systems ➢ access and use internet information such as currency exchange rates • problem solving skills to address customer service issues • literacy skills to read documents and complete forms and transaction records accurately • organizational skills, including the ability to plan and sequence work • teamwork skills to work cooperatively with others • self-management skills for complying with procedural requirements • learning skills to maintain knowledge of changes to currency exchange process and procedures
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: Budget and Accounts Support Level III	
Unit Title	Maintain Automatic Teller Machine (ATM) Services
Unit Code	EIS ACB3 16 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to stock, regularly service, maintain security and balance takings for ATMs.

Elements	Performance Criteria
1. Restock and service ATM machines	<p>1.1 ATMs are restocked and serviced in accordance with correct procedure and key information displayed at machine is verified to ensure it is current and legible</p> <p>1.2 Action cards are handled according to organization's policies and procedure</p> <p>1.3 ATM machines are cleaned and checked to ensure they are functioning correctly with any faults and malfunctions identified and corrective action initiated to resolve faults in a timely manner</p>
2. Replenish and balance cash in ATM	<p>2.1 Cash in ATM is checked to ensure it complies with organization policies and procedures for cash levels</p> <p>2.2 Cash is counted and entered on cash recording documentation with cash balance records in machines verified for accuracy and made available to authorized personnel</p> <p>2.3 Deposits made through ATMs are processed or actioned in accordance with organization's policies and procedures</p> <p>2.4 Discrepancies between machine tape records and cash are actioned, or referred to authorized personnel in accordance with organization's policies and procedures</p>
3. Maintain security of ATM cash	<p>3.1 ATM cartridges are replenished in a secure area and confidentiality of access to machine cash is maintained</p> <p>3.2 Restocking and servicing of ATM are timed to comply with security guidelines</p> <p>3.3 Alteration of access to a machine is recorded in the correct format and authorized personnel notified</p>

Variable	Range			
Restocking ATMs includes:	<ul style="list-style-type: none"> • machine stationery • identifying customer reports or complaints of errors and machine faults 			
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Key information displayed on ATM machines may include:	<ul style="list-style-type: none"> • cards accepted • contact numbers • hours of operation • instructions
Action cards may include:	<ul style="list-style-type: none"> • damaged • expired • stolen cards
Organization's policies and procedures may be in regard to:	<ul style="list-style-type: none"> • administrative and clerical systems • product/account and service range • range of responsibility • size, type and location of branch • types of equipment used
Corrective action may include:	<ul style="list-style-type: none"> • displaying notice of fault and delay • machine fault: <ul style="list-style-type: none"> ➢ diagnosing ➢ correcting ➢ testing ➢ re commissioning • referring of problems to other personnel
Authorized personnel may include:	<ul style="list-style-type: none"> • employees • relevant accounting personnel • supervisors and managers

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • precisely check cash balances • efficiently and effectively complete all ATM operations • apply all security guidelines relating to use of ATMs
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • industry codes of practice including: <ul style="list-style-type: none"> ➢ Prevention and Suppression of Money Laundering and the Financing of Terrorism Proclamation ➢ Credit directives ➢ National Payment System Proclamation • policies and procedures in regard to electronic banking and security • security checking procedures • procedures for ATM: <ul style="list-style-type: none"> ➢ restocking ➢ fault diagnosis and checking ➢ security ➢ record checking and record keeping • the operation and maintenance of equipment which may include: <ul style="list-style-type: none"> ➢ security equipment ➢ transaction terminals

	<ul style="list-style-type: none"> ➤ numerical display boards ➤ calculators ➤ scanners
Underpinning Skills	<p>Demonstrates :</p> <ul style="list-style-type: none"> • communication skills to: <ul style="list-style-type: none"> ➤ determine and confirm work requirements, using questioning and active listening as required ➤ report and take instructions from authorized personnel ➤ liaise with others, share information, listen and understand ➤ use language and concepts appropriate to cultural differences • numeracy and IT skills to: <ul style="list-style-type: none"> ➤ balance cash and calculate cash and non-cash transaction totals ➤ access and use computer-based databases and systems • problem solving skills to address ATM servicing and security issues • literacy skills to read documents and complete forms and records accurately • organizational skills, including the ability to plan and sequence work • teamwork skills to work cooperatively with others • self-management skills for complying with organizational procedures and requirements
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: Budget and Accounts Support Level III	
Unit Title	Maintain Business Records
Unit Code	EIS ACB3 17 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to maintain the records of a business or records system in good order on a day to day basis.

Elements	Performance Criteria
1. Collate business records	<p>1.1 Identify individual records or information which should be incorporated into business or records system according to organizational criteria</p> <p>1.2 Records are sorted in accordance with workplace requirements</p> <p>1.3 Adhere to security and access requirements in accordance with organizational procedures</p>
2. Update business or records system	<p>2.1 Control information is identified and recorded for describing new records to be incorporated into business or records system</p> <p>2.2 Control information describing movement or use of records is updated within business or records system</p> <p>2.3 Control information in business or records system is accurately recorded and updated</p> <p>2.4 Records of completed business activities are identified and removed from current system for disposal</p>
3. Prepare reports from the business or records system	<p>3.1 Requests for reports are interpreted and the content and frequency sought are clarified, where necessary</p> <p>3.2 Reports are prepared from business or records system in accordance with instructions or request</p> <p>3.3 Reports are prepared in accordance with organizational security and access procedures</p>

Variable	Range
Records may be:	<ul style="list-style-type: none"> • at different stages of use: <ul style="list-style-type: none"> ➤ active ➤ archival • digital: <ul style="list-style-type: none"> ➤ remote drives ➤ servers ➤ CDs
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	<ul style="list-style-type: none"> ➤ DVDs ➤ imaging systems ➤ PC-based applications ➤ mainframe • physical: <ul style="list-style-type: none"> ➤ audio-visual or multimedia ➤ graphic ➤ microform ➤ paper-based (acid free or multiple copies) • from a variety of sources: <ul style="list-style-type: none"> ➤ already in the custody of the organization ➤ in the process of being transferred between organizations
Information may include:	<ul style="list-style-type: none"> • customer relationship management • expenditure • human resources management • invoicing/sales • legislative/regulatory/licensing compliance • risk management • stock control • taxation, asset management
Business or records systems may be:	<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 • informal • paper-based accumulation and card systems • PC-based accounting systems, employee and tax records systems • proprietary recordkeeping package • storage facilities systems • systems unique to individual workplaces and organization
Security and access requirements may relate to:	<ul style="list-style-type: none"> • individuals or positions of individuals • protection of privacy • security restrictions • trade secrets or commercial-in-confidence information
Reports may be:	<ul style="list-style-type: none"> • ad hoc • computer generated • hand prepared • part of a management solution for another support/operational function • regular records management reports

	<ul style="list-style-type: none"> • system management reports
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Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • complying with organizational procedures and workplace requirements • knowledge and understanding of business or records systems • accurately recording information
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • key provisions of relevant legislation from all forms of government, regulations, standards and documentation that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➢ Metadata element set ➢ Work process analysis for recordkeeping ➢ Records management ➢ Information and documentation - Records management processes – Metadata for records - Principles ➢ Stock Exchange 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 ➢ environmental context ➢ records characteristics
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/information needs • literacy skills to read and interpret nature of record content, functions and problems • problem-solving and analysis skills to identify and manage records
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: Budget and Accounts Support Level III	
Unit Title	Process Customer Complaints
Unit Code	EIS ACB3 18 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to handle formal and informal negative feedback and complaints from customers.

Elements	Performance Criteria
1. Respond to complaints	<p>1.1 Customer complaints are processed using effective communication in accordance with organizational procedures established under organizational policies, legislation or codes of practice</p> <p>1.2 Necessary reports relating to customer complaints are obtained, documented and reviewed</p> <p>1.3 Decisions about customer complaints are made by taking into account applicable legislation, organizational policies and codes</p> <p>1.4 Resolution of the complaint is negotiated and an agreement is obtained where possible</p> <p>1.5 A register of complaints/disputes is maintained</p> <p>1.6 Customer of the outcome of the investigation is informed</p>
2. Refer complaints	<p>2.1 Complaints that require referral to other personnel or external bodies are identified</p> <p>2.2 Referrals are made to appropriate personnel for follow-up in accordance with individual level of responsibility</p> <p>2.3 All documents and investigation reports are forwarded</p> <p>2.4 Appropriate personnel are followed-up to gain prompt decisions</p>
3. Exercise judgement to resolve customer service issues	<p>3.1 Implications of issues are identified for customer and organisation</p> <p>3.2 Appropriate options are analysed, explained and negotiated for resolution with customer</p> <p>3.3 Viable options are proposed in accordance with appropriate legislative requirements and enterprise policies</p> <p>3.4 Ensure matters for which a solution cannot be negotiated are referred to appropriate personnel</p>

Variable	Range
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Customers may include:	<ul style="list-style-type: none"> • customers with routine or specific requests • internal or external customers • people from a range of social, cultural or ethnic backgrounds • people who may be unwell, drug affected or emotionally distressed • people with varying physical and mental abilities • regular and new customers
Complaints may include:	<ul style="list-style-type: none"> • different types of severity, formality and sources • scenarios where external bodies such as police are required • straightforward customer dissatisfaction • level of documentation required
Effective communication may include:	<ul style="list-style-type: none"> • giving customers full attention • maintaining eye contact (for face-to-face interactions), except where eye contact may be culturally inappropriate • speaking clearly and concisely • using appropriate language and tone of voice • using clear written information/communication • using non-verbal communication e.g. body language, personal presentation (for face-to-face interactions)
Documenting reports relating to customer complaints may include:	<ul style="list-style-type: none"> • completed forms and written reports • using audio-visual tapes • using computer-based systems
Referrals may include:	<ul style="list-style-type: none"> • external bodies e.g. Ombudsman, Independent Commission Against Corruption , police • relevant superiors in the organizational hierarchy

Evidence Guide			
Critical aspects of Competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> • applying judgement in the application of industry and/or organizational procedures • working with customer complaints • knowledge of organizational procedures and standards for processing complaints 		
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • key provisions of relevant legislation from all forms of government that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➢ anti-discrimination legislation ➢ ethical principles ➢ codes of practice ➢ occupational health and safety (OHS) • importance of good communication skills and the individual's role in processing customer complaints • organizational procedures and standards for processing 		
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	complaints and recommending appropriate action
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • analytical skills to identify trends and positions of products and services • communication skills to interpret customer complaints, and to monitor and advise on customer service strategies and resolutions • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • literacy skills to read and understand a variety of texts; to prepare general information and papers according to target audience; and to edit and proofread texts to ensure clarity of meaning and accuracy of grammar and punctuation • problem-solving skills to deal with customer enquiries or complaints, to apply organizational procedures to a range of situations and to exercise judgement in this application
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: Budget and Accounts Support Level III	
Unit Title	Deliver and Monitor a Service to Customers
Unit Code	EIS ACB3 19 0812
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to identify customer needs and monitor service provided to customers.

Elements	Performance Criteria
1. Identify customer needs	<p>1.1 Appropriate interpersonal skills are used to accurately identify and clarify customer needs and expectations</p> <p>1.2 Customer needs are assessed for urgency to determine priorities for service delivery in accordance with organizational requirements</p> <p>1.3 Effective communication is used to inform customers about available choices for meeting their needs and assist in the selection of preferred options</p> <p>1.4 Limitations are identified in addressing customer needs and seek appropriate assistance from designated individuals</p>
2. Deliver a service to customers	<p>2.1 Prompt service is provided to customers to meet identified needs in accordance with organizational requirements</p> <p>2.2 Appropriate rapport is established and maintained with customers to ensure completion of quality service delivery</p> <p>2.3 Customer complaints are sensitively and courteously handled in accordance with organizational requirements</p> <p>2.4 Assistance is provided or customers with specific needs are given response in accordance with organizational requirements</p> <p>2.5 Available opportunities are identified and used to promote and enhance services and products to customers</p>
3. Monitor and report on service delivery	<p>3.1 Customer satisfaction is regularly reviewed with service delivery using verifiable evidence in accordance with organizational requirements</p> <p>3.2 Opportunities is identified to enhance the quality of service and products, and pursued within organizational requirements</p> <p>3.3 Procedural aspects of service delivery are monitored for effectiveness and suitability to customer requirements</p> <p>3.4 Customer feedback is regularly sought and used to improve the provision of products and services</p>

	<p>3.5 Evidence of customer satisfaction is incorporated in decisions to modify products or services, ensuring they are within organizational requirements</p> <p>3.6 Ensure reports are made clear, detailed and contain recommendations focused on critical aspects of service delivery</p>
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Variable	Range		
Appropriate interpersonal skills may include:	<ul style="list-style-type: none"> • listening actively to what the customer is communicating • providing an opportunity for the customer to confirm their request • questioning to clarify and confirm customer needs • seeking feedback from the customer to confirm understanding of needs • summarising and paraphrasing to check understanding of customer message • using appropriate body language 		
Customers may include:	<ul style="list-style-type: none"> • corporate customers • individual members of the organisation • individual members of the public • internal or external • other agencies 		
Customer needs and expectations may include:	<ul style="list-style-type: none"> • accuracy of information • advice or general information • complaints • fairness/politeness • further information • making an appointment • prices/value • purchasing Organization's products and services • returning Organization's products and services • specific information 		
Organizational requirements may include:	<ul style="list-style-type: none"> • access and equity principles and practice • anti-discrimination and related policy • defined resource parameters • goals, objectives, plans, systems and processes • legal and organizational policies, guidelines and requirements • OHS policies, procedures and programs • payment and delivery options • pricing and discount policies • quality and continuous improvement processes and standards • quality assurance and/or procedures manuals • replacement and refund policy and procedures • who is responsible for products or services 		
Effective	<ul style="list-style-type: none"> • giving customers full attention 		
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communication may include:	<ul style="list-style-type: none"> • maintaining eye contact, except where eye contact may be culturally inappropriate • speaking clearly and concisely • using active listening techniques • using appropriate language and tone of voice • using clear written information/communication • using non-verbal communication e.g. body language, personal presentation (for face-to-face interactions) • using open and/or closed questions
Designated individuals may include:	<ul style="list-style-type: none"> • colleagues • customers • line management • supervisor
Customer complaints may include:	<ul style="list-style-type: none"> • administrative errors such as incorrect invoices or prices • customer satisfaction with service quality • damaged goods or goods not delivered • delivery errors • product not delivered on time • service errors • warehouse or store room errors such as incorrect product delivered
Specific needs of customers may relate to:	<ul style="list-style-type: none"> • age • beliefs/values • culture • disability • gender • language • religious/spiritual observances
Opportunities to promote and enhance services and products may include:	<ul style="list-style-type: none"> • extending time lines • packaging procedures • procedures for delivery of goods • returns policy • system for recording complaints • updating customer service charter
Verifiable evidence may include:	<ul style="list-style-type: none"> • customer satisfaction questionnaires • audit documentation and reports • quality assurance data • returned goods • lapsed customers • service calls • complaints

Evidence Guide

Critical aspects of Competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> • identifying needs and priorities of customers
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	<ul style="list-style-type: none"> • distinguishing between different levels of customer satisfaction • treating customers with courtesy and respect • responding to and reporting on, customer feedback • knowledge of organizational policy and procedures for customer service.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • key provisions of relevant legislation from all levels of government that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➢ anti-discrimination legislation ➢ ethical principles ➢ codes of practice ➢ financial legislation ➢ occupational health and safety (OHS) • organizational policy and procedures for customer service including handling customer complaints • service standards and best practice models • public relations and product promotion • techniques for dealing with customers, including customers with specific needs
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • literacy skills to read and understand a variety of texts; to prepare general information and papers according to target audience; and to edit and proofread texts to ensure clarity of meaning and accuracy of grammar and punctuation • technology skills to select and use technology appropriate to a task • communication skills to monitor and advise on customer service strategies • problem-solving skills to deal with customer enquiries or complaints • analytical skills to identify trends and positions of products and services
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: Accounts and Budget Support Level III	
Unit Title	Monitor Implementation of Work Plan/Activities
Unit Code	EIS ACB3 20 0812
Unit Descriptor	This unit covers competence required to oversee and monitor the quality of work operations within an enterprise. This unit may be carried out by team leaders or supervisors.

Elements	Performance Criteria
1. Monitor and improve workplace operations	<p>1.1 Efficiency and service levels are monitored on an ongoing basis.</p> <p>1.2 Operations in the workplace are made to support overall enterprise goals and quality assurance initiatives.</p> <p>1.3 Quality problems and issues are promptly identified and adjustments are made accordingly.</p> <p>1.4 Procedures and systems are changed in consultation with colleagues to improve efficiency and effectiveness.</p> <p>1.5 Colleagues are consulted about ways to improve efficiency and service levels.</p>
2. Plan and organise workflow	<p>2.1 Current workload of colleagues is accurately assessed.</p> <p>2.2 Work is scheduled in a manner which enhances efficiency and customer service quality.</p> <p>2.3 Work is delegated to appropriate people in accordance with principles of delegation.</p> <p>2.4 Workflow is assessed against agreed objectives and timelines and colleagues are assisted in prioritisation of workload.</p> <p>2.5 Input is provided to appropriate management regarding staffing needs.</p>
3. Maintain workplace records	<p>3.1 Workplace records are accurately completed and submitted within required timeframes.</p> <p>3.2 Where appropriate completion of records is delegated and monitored prior to submission.</p>
4. Solve problems and make decisions	<p>4.1 Workplace problems are promptly identified and considered from an operational and customer service perspective.</p> <p>4.2 Short term action is initiated to resolve the immediate</p>

	<p>problem where appropriate.</p> <p>4.3 Problems are analysed for any long term impact and potential solutions are assessed and actioned in consultation with relevant colleagues.</p> <p>4.4 Where problem is raised by a team member, they are encouraged to participate in solving the problem.</p> <p>4.5 Follow up action is taken to monitor the effectiveness of solutions in the workplace.</p>
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Variables	Range
Problems	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • difficult customer service situations • equipment breakdown/technical failure • delays and time difficulties • competence
Workplace records	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • staff records and regular performance reports

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • ability to effectively monitor and respond to a range of common operational and service issues in the workplace • understanding of the role of staff involved in workplace monitoring • knowledge of quality assurance, principles of workflow planning, delegation and problem solving
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • roles and responsibilities in monitoring work operations • overview of leadership and management responsibilities • principles of work planning and principles of delegation • typical work organization methods appropriate to the sector • quality assurance principles and time management • problem solving and decision making processes • industrial and/or legislative issues which affect short term work organization as appropriate to industry sector
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • monitor and improve workplace operations • plan and organize workflow • maintain workplace records
Resource Implications	<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	<p>Competence may be assessed through:</p>

Assessment	<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: Accounts and Budget Support Level III	
Unit Title	Apply Quality Control
Unit Code	EIS ACB3 21 0812
Unit Descriptor	This unit covers the knowledge, attitudes and skills required in applying quality control in the workplace.

Elements	Performance Criteria
1. Implement quality standards	<p>1.1 Agreed quality standard and procedures are acquired and confirmed.</p> <p>1.2 Standard procedures are introduced to organizational staff/personnel.</p> <p>1.3 Quality standard and procedures documents are provided to employees in accordance with the organization policy.</p> <p>1.4 Standard procedures are revised / updated when necessary.</p>
2. Assess quality of service delivered	<p>2.1 Services delivered are quality checked against organization quality standards and specifications.</p> <p>2.2 Service delivered are evaluated using the appropriate evaluation quality parameters and in accordance with organization standards.</p> <p>2.3 Causes of any identified faults are identified and corrective actions are taken in accordance with organization policies and procedures.</p>
3. Record information	<p>3.1 Basic information on the quality performance is recorded in accordance with organization procedures.</p> <p>3.2 Records of work quality are maintained according to the requirements of the organization.</p>
4. Study causes of quality deviations	<p>4.1 Causes of deviations from final outputs or services are investigated and reported in accordance with organization procedures.</p> <p>4.2 Suitable preventive action is recommended based on organization quality standards and identified causes of deviation from specified quality standards of final service or output.</p>
5. Complete documentation	<p>5.1 Information on quality and other indicators of service performance is recorded.</p> <p>5.2 All service processes and outcomes are recorded.</p>

Variable	Range
Quality check	May include but not limited to: <ul style="list-style-type: none"> • Check against design / specifications • Visual inspection and Physical inspection
Quality standards	May include but not limited to: <ul style="list-style-type: none"> • Materials • Components • Process • Procedures
Quality parameters	May include but not limited to: <ul style="list-style-type: none"> • Standard Design / Specifications • Material Specification

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • Checked completed work continuously against organization standard • Identified and isolated faulty or poor service • Checked service delivered against organization standards • Identified and applied corrective actions on the causes of identified faults or error • Recorded basic information regarding quality performance • Investigated causes of deviations of services against standard • Recommended suitable preventive actions
Underpinning Knowledge	Demonstrates knowledge of: <ul style="list-style-type: none"> • Relevant quality standards, policies and procedures • Characteristics of services • Safety environment aspects of service processes • Evaluation techniques and quality checking procedures • Workplace procedures and reporting procedures
Underpinning Skills	Demonstrates skills to: <ul style="list-style-type: none"> • interpret work instructions, specifications and standards appropriate to the required work or service • carry out relevant performance evaluation • maintain accurate work records • meet work specifications and requirements • communicate effectively within defined workplace procedures
Resource Implications	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	Competence may be assessed in the work place or in a simulated work place setting.

Assessment	
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Occupational Standard: Accounts and Budget Support Level III	
Unit Title	Lead Workplace Communication
Unit Code	EIS ACB3 22 0812
Unit Descriptor	This unit covers the knowledge, attitudes and skills needed to lead in the dissemination and discussion of information and issues in the workplace.

Elements	Performance Criteria
1. Communicate information about workplace processes	1.1 Appropriate communication method is selected 1.2 Multiple operations involving several topics areas are communicated accordingly 1.3 Questions are used to gain extra information 1.4 Correct sources of information are identified 1.5 Information is selected and organized correctly 1.6 Verbal and written reporting is undertaken when required 1.7 Communication skills are maintained in all situations
2. Lead workplace discussion	2.1 Response to workplace issues are sought 2.2 Response to workplace issues are provided immediately 2.3 Constructive contributions are made to workplace discussions on such issues as production, quality and safety 2.4 Goals/objectives and action plan undertaken in the workplace are communicated.
3. Identify and communicate issues arising in the workplace	3.1 Issues and problems are identified as they arise 3.2 Information regarding problems and issues are organized coherently to ensure clear and effective communication 3.3 Dialogue is initiated with appropriate staff/personnel 3.4 Communication problems and issues are raised as they arise

Variable	Range
Methods of communication	May include but not limited to: <ul style="list-style-type: none"> • Non-verbal gestures • Verbal • Face to face • Two-way radio • Speaking to groups

	<ul style="list-style-type: none"> • Using telephone • Written • Using Internet • Cell phone
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Evidence Guide

Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • Dealt with a range of communication/information at one time • Made constructive contributions in workplace issues • Sought workplace issues effectively • Responded to workplace issues promptly • Presented information clearly and effectively written form • Used appropriate sources of information • Asked appropriate questions • Provided accurate information
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Organization requirements for written and electronic communication methods • Effective verbal communication methods
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Organize information • Understand and convey intended meaning • Participate in variety of workplace discussions • Comply with organization requirements for the use of written and electronic communication methods
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: Accounts and Budget Support Level III	
Unit Title	Lead Small Teams
Unit Code	EIS ACB3 23 0812
Unit Descriptor	This unit covers the skills, knowledge and attitudes required to determine individual and team development needs and facilitate the development of the work group.

Elements	Performance Criteria
1. Provide team leadership	<p>1.1 Learning and development needs are systematically identified and implemented in line with organizational requirements</p> <p>1.2 Learning plan to meet individual and group training and developmental needs is collaboratively developed and implemented</p> <p>1.3 Individuals are encouraged to self-evaluate performance and identify areas for improvement</p> <p>1.4 Feedback on performance of team members is collected from relevant sources and compared with established team learning process</p>
2. Foster individual and organizational growth	<p>2.1 Learning and development program goals and objectives are identified to match the specific knowledge and skills requirements of Competence standards</p> <p>2.2 Learning delivery methods are appropriate to the learning goals, the learning style of participants and availability of equipment and resources</p> <p>2.3 Workplace learning opportunities and coaching/ mentoring assistance are provided to facilitate individual and team achievement of competencies</p> <p>2.4 Resources and timelines required for learning activities are identified and approved in accordance with organizational requirements</p>
3. Monitor and evaluate workplace learning	<p>3.1 Feedback from individuals or teams is used to identify and implement improvements in future learning arrangements</p> <p>3.2 Outcomes and performance of individuals/teams are assessed and recorded to determine the effectiveness of development programs and the extent of additional support</p> <p>3.3 Modifications to learning plans are negotiated to improve the efficiency and effectiveness of learning</p> <p>3.4 Records and reports of Competence are maintained within organizational requirement</p>

4. Develop team commitment and cooperation	<p>4.1 Open communication processes to obtain and share information is used by team</p> <p>4.2 Decisions are reached by the team in accordance with its agreed roles and responsibilities</p> <p>4.3 Mutual concern and camaraderie are developed in the team</p>
5. Facilitate accomplishment of organizational goals	<p>5.1 Team members actively participated in team activities and communication processes</p> <p>5.2 Teams members developed individual and joint responsibility for their actions</p> <p>5.3 Collaborative efforts are sustained to attain organizational goals</p>

Variable	Range
Learning and development needs	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Coaching, mentoring and/or supervision • Formal/informal learning program • Internal/external training provision • Work experience/exchange/opportunities • Personal study • Career planning/development • Performance appraisals • Workplace skills assessment • Recognition of prior learning
Organizational requirements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Quality assurance and/or procedures manuals • Goals, objectives, plans, systems and processes • Legal and organizational policy/guidelines and requirements • Safety policies, procedures and programs • Confidentiality and security requirements • Business and performance plans • Ethical standards • Quality and continuous improvement processes and standards
Feedback on performance	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Formal/informal performance appraisals • Obtaining feedback from supervisors and colleagues • Obtaining feedback from clients • Personal and reflective behavior strategies • Routine and organizational methods for monitoring service delivery
Learning delivery methods	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • On the job coaching or mentoring • Problem solving

	<ul style="list-style-type: none"> • Presentation/demonstration • Formal course participation • Work experience and Involvement in professional networks • Conference/seminar attendance and induction
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Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • identified and implemented learning opportunities for others • gave and received feedback constructively • facilitated participation of individuals in the work of the team • negotiated learning plans to improve the effectiveness of learning • prepared learning plans to match skill needs • accessed and designated learning opportunities
Underpinning Knowledge and Attitude	Demonstrates knowledge of: <ul style="list-style-type: none"> • coaching and mentoring principles • understanding how to work effectively with team members who have diverse work styles, aspirations, cultures and perspective • understanding how to facilitate team development and improvement • understanding methods and techniques for eliciting and interpreting feedback • understanding methods for identifying and prioritizing personal development opportunities and options • knowledge of career paths and competence standards in the industry
Underpinning Skills	Demonstrates skills to: <ul style="list-style-type: none"> • read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management • receive feedback and report, maintain effective relationships and conflict management • organize required resources and equipment to meet learning needs • provide support to colleagues • organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes • facilitation skills to conduct small group training sessions • relate to people from a range of social, cultural, physical and mental backgrounds
Resource Implications	Access to relevant workplace or appropriately simulated environment where assessment can take place
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written exam • Observation / Demonstration with Oral Questioning

Context of Assessment	Competence may be assessed in the workplace or in a simulated workplace setting
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Occupational Standard: Accounts and Budget Support Level III	
Unit Title	Improve Business Practice
Unit Code	EIS ACB3 24 0812
Unit Descriptor	This unit covers the skills, knowledge and attitudes required in promoting, improving and growing business operations.

Elements	Performance Criteria
1. Diagnose the business	1.1 Data required for diagnosis is determined and acquired. 1.2 Competitive advantage of the business is determined from the data. 1.3 SWOT analysis of the data is undertaken.
2. Benchmark the business	2.1 Sources of relevant benchmarking data are identified. 2.2 Key indicators for benchmarking are selected in consultation with key stakeholders. 2.3 Like indicators of own practice are compared with benchmark indicators. 2.4 Areas for improvement are identified.
3. Develop plans to improve business performance	3.1 A consolidated list of required improvements is developed. 3.2 Cost-benefit ratios for required improvements are determined. 3.3 Work flow changes resulting from proposed improvements are determined. 3.4 Proposed improvements are ranked according to agreed criteria. 3.5 An action plan is developed and agreed to implement the top ranked improvements. 3.6 Organizational structures are checked to ensure they are suitable.
4. Develop marketing and promotional plans	4.1 The practice vision statement is reviewed. 4.2 Practice objectives are developed/ reviewed. 4.3 Target markets are identified/ refined. 4.4 Market research data is obtained. 4.5 Competitor analysis is obtained. 4.6 Market position is developed/ reviewed. 4.7 Practice brand is developed. 4.8 Benefits of practice/practice products/services are identified.

	4.9 Promotion tools are selected/ developed.
5. Develop business growth plans	<p>5.1 Plans are developed to increase yield per existing client.</p> <p>5.2 Plans are developed to add new clients.</p> <p>5.3 Proposed plans are ranked according to agreed criteria.</p> <p>5.4 An action plan is developed and agreed to implement the top ranked plans.</p> <p>5.5 Practice work practices are reviewed to ensure they support growth plans.</p>
6. Implement and monitor plans	<p>6.1 Implementation plan is developed in consultation with all relevant stakeholders.</p> <p>6.2 Indicators of success of the plan are agreed.</p> <p>6.3 Implementation is monitored against agreed indicators.</p> <p>6.4 Implementation is adjusted as required.</p>

Variable	Range
Data required includes:	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • organization capability • appropriate business structure • level of client service which can be provided • internal policies, procedures and practices • staff levels, capabilities and structure • market, market definition • market changes/market segmentation • market consolidation/fragmentation • revenue • level of commercial activity • expected revenue levels, short and long term • revenue growth rate • break even data • pricing policy • revenue assumptions • business environment • economic conditions • social factors • demographic factors • technological impacts • political/legislative/regulative impacts • competitors, competitor pricing and response to pricing • competitor marketing/branding • competitor products
Competitive advantage	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • services/products • fees

	<ul style="list-style-type: none"> • location • timeframe
SWOT analysis	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • internal strengths such as staff capability, recognized quality • internal weaknesses such as poor morale, under-capitalization, poor technology • external opportunities such as changing market and economic conditions • external threats such as industry fee structures, strategic alliances, competitor marketing
Key indicators	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • salary cost and staffing • personnel productivity (particularly of principals) • profitability • fee structure • client base • size staff/principal • overhead/overhead control
Organizational structures	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Legal structure (partnership, Limited Liability Company, etc.) • organizational structure/hierarchy • reward schemes
Objectives should be 'SMART'	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • S: Specific • M: Measurable • A: Achievable • R: Realistic • T: Time defined
Market research data	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • data about existing clients • data about possible new clients • data from internal sources • data from external sources such as: <ul style="list-style-type: none"> ➤ trade associations/journals ➤ Yellow Pages small business surveys ➤ libraries ➤ Internet ➤ Chamber of Commerce ➤ client surveys ➤ industry reports ➤ secondary market research • primary market research such as: <ul style="list-style-type: none"> ➤ telephone surveys ➤ personal interviews ➤ mail surveys
Competitor	<p>May include but not limited to:</p>

analysis	<ul style="list-style-type: none"> • competitor offerings • competitor promotion strategies and activities • competitor profile in the market place 		
Market position should include data on:	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • product • the good or service provided • product mix • the core product - what is bought • the tangible product - what is perceived • the augmented product - total package of consumer • features/benefits • product differentiation from competitive products • new/changed products • Price and pricing strategies (cost plus, supply/demand, ability to pay, etc.) • Pricing objectives (profit, market penetration, etc.) • cost components • market position • distribution strategies • marketing channels • promotion • promotional strategies • target audience • communication • promotion budget 		
Practice brand	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • practice image • practice logo/letter head/signage • phone answering protocol • facility decor • slogans • templates for communication/invoicing • style guide • writing style • AIDA (attention, interest, desire, action) 		
Benefits	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • features as perceived by the client • benefits as perceived by the client 		
Promotion tools	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • networking and referrals • seminars • advertising • press releases • publicity and sponsorship • brochures • newsletters (print and/or electronic) • websites 		
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	<ul style="list-style-type: none"> • direct mail • telemarketing/cold calling
Yield per existing client	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • raising charge out rates/fees • packaging fees • reduce discounts • sell more services to existing clients

Evidence Guide			
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • ability to identify the key indicators of business performance • ability to identify the key market data for the business • knowledge of a wide range of available information sources • ability to acquire information not readily available within a business • ability to analyze data and determine areas of improvement • ability to negotiate required improvements to ensure implementation • ability to evaluate systems against practice requirements • and form recommendations and/or make recommendations • ability to assess the accuracy and relevance of information 		
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> • data analysis • communication skills • computer skills to manipulate data and present information • negotiation skills • problem solving • planning skills • marketing principles • ability to acquire and interpret relevant data • current product and marketing mix • use of market intelligence • development and implementation strategies of promotion and growth plans 		
Underpinning Skills	Demonstrates skill in: <ul style="list-style-type: none"> • data analysis and manipulation • ability to acquire and interpret required data, current practice systems and structures and sources of relevant benchmarking data • applying methods of selecting relevant key benchmarking indicators • communication skills • working and consulting with others when developing plans for the business • planning skills, negotiation skills and problem solving • using computers to manipulate, present and distribute information 		
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.		
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning 		
Context of	Competence may be assessed in the work place or in a simulated work place setting.		
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Assessment	
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Occupational Standard: Accounts and Budget Support Level III	
Unit Title	Maintain Quality System and Continuous Improvement Processes (Kaizen)
Unit Code	EIS ACB3 25 1012
Unit Descriptor	This unit of competence covers the skills and knowledge required to prevent process improvements in their own work from slipping back to former practices or digressing to less efficient practices. It covers responsibility for the day- to-day operation of the work/functional area and ensuring that quality system requirements are met and that continuous improvements are initiated and institutionalized.

Elements	Performance Criteria
1. Develop and maintain quality framework within work area	1.1 Information about the enterprise's quality system is distributed and explained to personnel 1.2 Personnel are encouraged to participate in improvement processes and to assume responsibility and authority 1.3 Responsibilities are allocated for quality within work area in accordance with quality system 1.4 Coaching and mentoring are provided to ensure that personnel are able to meet their responsibilities and quality requirements
2. Maintain quality documentation	2.1 Required quality documentation, including records of improvement plans and initiatives are identified 2.2 Quality documentation is prepared and accurate data records are maintained and kept 2.3 Document control system is maintained for work area 2.4 The development and revision of quality manuals and work instructions are contributed to the work area 2.5 Inspection and test plans are developed and implemented for quality controlled products
3. Facilitate the application of standardized procedures	3.1 All required procedures are ensured to be accessible by relevant personnel 3.2 Personnel are assisted to access relevant procedures, as required 3.3 Facilitate the resolution of conflicts arising from job 3.4 Facilitate the completion of required work in accordance with standard procedures and practices

<p>4. Provide training in quality systems and improvement processes</p>	<p>4.1 Roles, duties and current competency of relevant personnel are analyzed</p> <p>4.2 Training needs are identified in relation to quality system and continuous improvement processes (kaizen)</p> <p>4.3 Opportunities are identified for skills development and/or training programs to meet needs</p> <p>4.4 Training and skills development programs are initiated and monitored</p> <p>4.5 Accurate training record is maintained</p>
<p>5. Monitor and review performance</p>	<p>5.1 Performance outcomes are reviewed to identify ways in which planning and operations could be improved</p> <p>5.2 The organization's systems and technology are used to monitor and review progress and to identify ways in which planning and operations could be improved</p> <p>5.3 Customer service is enhanced through the use of quality improvement techniques and processes</p> <p>5.4 Plans are adjusted and communicated to personnel involved in their development and implementation</p>
<p>6. Build continuous improvement process</p>	<p>6.1 Improvement team is organized and facilitated</p> <p>6.2 Work group members are encouraged to routinely monitor key process indicators</p> <p>6.3 Capacity in the work group is built to critically review the relevant parts of the value chain</p> <p>6.4 Work group members are assisted to formalize improvement suggestions</p> <p>6.5 Relevant resources are facilitated and work group members are assisted to develop implementation plans</p> <p>6.6 Implementation of improvement plans taking appropriate actions is monitored to assist implementation where required.</p>
<p>7. Facilitate the identification of improvement opportunities</p>	<p>7.1 The job completion process is analyzed</p> <p>7.2 Relevant questions of job incumbent are asked</p> <p>7.3 Job incumbents are encouraged to conceive and suggest improvements</p> <p>7.4 The trying out of improvements is facilitated, as appropriate</p>
<p>8. Evaluate relevant components of quality system</p>	<p>8.1 Regular audits of components of the quality system that relate to the work area are undertaken</p> <p>8.2 Continuous improvement tools are implemented in the quality system in accordance with own level of</p>

	<p>responsibility and workplace procedures</p> <p>8.3 The updating of standard procedures and practices is facilitated</p> <p>8.4 The capability of the work team aligns with the requirements of the procedure is ensured</p>
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Variable	Range
Coaching and mentoring	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • providing assistance with problem-solving • providing feedback, support and encouragement • teaching another member of the team, usually focusing on a specific work task or skill
Continuous improvement processes	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • cyclical audits and reviews of workplace, team and individual performance • evaluations and monitoring of effectiveness • implementation of quality systems, such as International Standardization for Organization (ISO) • modifications and improvements to systems, processes, services and products • policies and procedures which allow the organization to systematically review and improve the quality of its products, services and procedures • seeking and considering feedback from a range of stakeholders • Kaizen • Enterprise-specific improvement systems
Technology	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • computerized systems and software such as databases, project management and word processing • telecommunications devices • any other technology used to carry out work roles and responsibilities
Customer service	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • internal or external • to existing, new or potential clients
Key process indicators	<p>Key process indicators may include:</p> <ul style="list-style-type: none"> • statistical process control data/charts • orders • lost time, injury and other OHS records • equipment reliability charts, etc.

Continuous improvement tools	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • statistics • cause and effect diagrams • fishbone diagram • Pareto diagrams • run charts • X bar R charts • PDCA • Sigma techniques • balanced scorecards • benchmarking • performance measurement • upstream and downstream customers • internal and external customers immediate and/or final
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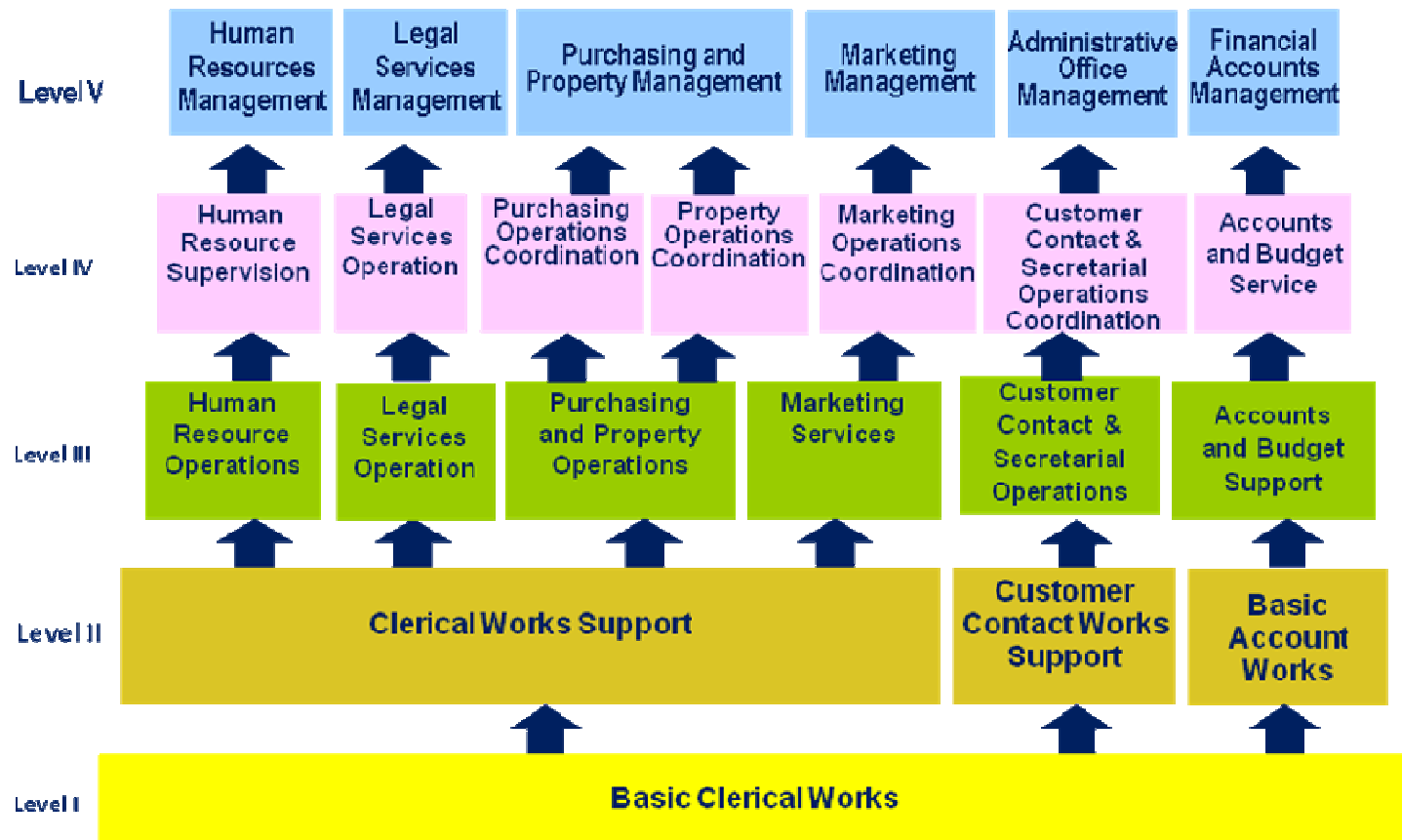
Evidence Guide

Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • taking active steps to implement, monitor and adjust plans, processes and procedures to improve performance • supporting others to implement the continuous improvement system/processes, and to identify and report opportunities for further improvement • knowledge of principles and techniques associated with continuous improvement systems and processes • assist others to follow standard procedures and practices • assist others make improvement suggestions • standardize and sustain improvements <p>Assessors should ensure that candidates can:</p> <ul style="list-style-type: none"> • implement and monitor defined quality system requirements and initiate continuous improvements within the work area • apply effective problem identification and problem solving techniques • strengthen customer service through a focus on continuous improvement • implement, monitor and evaluate quality systems in the work area • initiate quality processes to enhance the quality of performance of individuals and teams in the work area • gain commitment of individuals/teams to quality principles and practices • implement effective communication strategies • encourage ideas and feedback from team members when developing and refining techniques and processes • analyze training needs and implement training programs • prepare and maintain quality and audit documentation
Underpinning	Demonstrates knowledge of:

<p>Knowledge and Attitudes</p>	<ul style="list-style-type: none"> • principles and techniques associated with: <ul style="list-style-type: none"> ➢ benchmarking ➢ best practice ➢ change management ➢ continuous improvement systems and processes ➢ quality systems • range of procedures available and their application to different jobs • applicability of TAKT time and MUDA to jobs • identification and possible causes of variability in jobs • continuous improvement process for organization • questioning techniques • methods of conceiving improvements • suggestion and try out procedures • relevant OHS • quality measurement tools for use in continuous improvement processes • established communication channels and protocols • communication/reporting protocols • continuous improvement principles and process • enterprise business goals and key performance indicators • enterprise information systems management • enterprise organizational structure, delegations and responsibilities • policy and procedure development processes • relevant health, safety and environment requirements • relevant national and international quality standards and protocols • standard operating procedures (SOPs) for the technical work performed in work area • enterprise quality system
<p>Underpinning Skills</p>	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • coach and mentor team members • gain the commitment of individuals and teams to continuously improve • innovate or design better ways of performing work • communicate with relevant people • prioritize and plan tasks related to encouraging and improving use of standardized procedures • negotiate with others to resolve conflicts and gain commitment to standardized procedures • facilitate other employees in improvement activities • implement and monitor defined quality system requirements • initiate continuous improvements within the work area • apply effective problem identification and problem solving techniques • strengthen customer service through a focus on continuous

	<p>improvement</p> <ul style="list-style-type: none"> • implement, monitor and evaluate quality systems • implement effective communication strategies • encourage ideas and feedback from team members when developing and refining techniques and processes • analyze training needs and implementing training programs • prepare and maintain quality and audit documentation
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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