Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD

LEGAL SERVICES MANAGEMENT
NTQF Level V

Ministry of Education
August 2012

Introduction

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

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

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

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

- Occupational title, 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: Legal Services Management
Occupational Code: EIS LSM

NTQF Level V

EIS LSM5 01 0812	EIS LSM5 02 0812	EIS LSM5 03 0812
Identify and Interpret Compliance Requirements	Research Legal Information Using Secondary Sources	Develop and Nurture Relationships

EIS LSM5 04 0812	EIS LSM5 05 0812	EIS LSM5 06 0812
Maintain and Enhance Professional Practice	Develop Workplace Policy and Procedures for Sustainability	Implement and Monitor Environmentally Sustainable Work

EIS LSM5 07 0812	EIS LSM5 08 0812	EIS LSM5 09 0812
Manage Project Quality	Facilitate and Capitalize on Change and Innovation	Establish and Conduct Business Relationships

EIS LSM5 10 1012
Manage Continuous Improvement Process (Kaizen)

Occupational Standard: Legal Services Management Level V	
Unit Title	**Identify and Interpret Compliance Requirements**
Unit Code	**EIS LSM5 01 0812**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to identify and interpret the range of internal and external compliance requirements and obligations that must be fulfilled by an organization. A range of legislation, rules and codes of practice may apply to this unit at the time of endorsement, depending on job roles and jurisdictions.

Elements	Performance Criteria
1. Clarify the scope of operations	1.1 The relevant **range of operations** and the sphere of business arrangements of the organization are identified and reviewed
	1.2 An analysis of the operations and business arrangements of the organization is conducted and the functions, outcome and services that may be subject to **compliance requirements** are identified
	1.3 Work activity plans are developed and documented for determining relevant compliance requirements
	1.4 Approval of plans is obtained from relevant organizational personnel
2. Identify compliance requirements	2.1 A search of **information on internal and external compliance requirements** is conducted using appropriate **search resources**, including **relevant Ethiopian and international standards**
	2.2 The search of compliance requirements scans is ensured across all relevant **jurisdictions of laws**, **regulations**, **organizational codes and standards** and pertinent compliance requirements are identified
	2.3 Information collected is progressively reviewed in terms of its relevance to the organization's operations, services
	2.4 Gathered **information on relevant compliance requirements** is organized and stored in an appropriate format for further analysis
3. Interpret, analyze and prioritize identified compliance requirements	3.1 Collected information is reviewed and interpreted in terms of its relevance to the organization's functions and services
	3.2 **Relevant internal or external personnel** ambiguities, uncertainties and problems experienced are discussed and clarified in interpreting identified compliance information

	3.3 Relevant compliance requirements are identified, analyzed and prioritized in terms of critical implications for the organization risks and consequence of possible breaches
	3.4 Pertinent compliance requirements are grouped into those that are critical and central to the organization's operations, those that are important in some circumstances but are not central to the organization's operations, and those that are pertinent but are incidental to the organization's operations
4. Document compliance requirements	4.1 Outcomes of the identification and interpretation activities are organized and documented
	4.2 Reports of relevant compliance requirements and assessment of implications are prepared and communicated to ***relevant personnel performing specific compliance management functions***

Variable	Range
Range of operations	may include: • full range of operations of an organization at a particular site • full range of operations of an organization distributed across multiple sites • full range of operations of an organization, including mobile units such as vehicles, railway trains, and aircraft • operations of a particular section or organizational unit

Compliance requirements	may include:
	• organizational compliance requirements in anti-discrimination, including discrimination by race, sex, disability, religion,
	• chemical use, child protection, construction, conveyancing /real estate, copyright, corporate governance, customs, credit
	  ➢ education, electricity, environmental protection, equal opportunity
	  ➢ financial services, including banking; fire; food hygiene/sanitation, freedom of information, gambling, gene/genetic technology
	  ➢ human rights
	  ➢ insurance, immigration, intellectual property
	  ➢ land management
	  ➢ mining
	  ➢ pharmaceuticals and privacy
	  ➢ quarantine
	  ➢ rail transport and road transport
	  ➢ safety, including cross-industry generic regulations as well as industry, equipment or product-specific subcategories, e.g. marine safety, rail safety, food safety, aviation safety, road safety, dangerous goods, construction safety, mine safety, etc.; security; sewage; superannuation
	  ➢ taxation, telecommunications, tobacco, trade practices and

	consumer protection
	➤ water supply, workers compensation, workers rehabilitation
	• different types of internal and external compliance requirements, including:
	➤ accreditation requirements of an institute, professional organization or registration body
	➤ internal policies, procedures, standards or codes of practice of an organization
	➤ regulations of a state or territory, national or international regulatory authority
	➤ requirements for certification under legislative licensing systems
	➤ legislative standards or codes of practice
Initiation Information on internal and external compliance requirements	may include: • internal policies, standard operating procedures, standards, and codes of practice • published material relevant to compliance held in either internal or external libraries • relevant legislation and licensing requirements pertinent to the organization's operations and sphere of business
Search resources	may include: • computer terminals linked to data sources either via the internet, internal networks, or CDs • library resources and materials, including compliance-related books, journals, manuals, standards, CDs and other multimedia resources • published information on such things as relevant legislation, licensing requirements, codes of practice and Ethiopian standards
Jurisdictions of laws and organizational codes and standards	may include: • Judicial • Material • Local
Information on relevant compliance requirements	may include: • correspondence, emails and other written information provided by internal and external personnel contacted during search activities • information downloadable from relevant websites • newsletters, bulletins and information sheets and other similar periodic documentation distributed by relevant regulatory authorities and standards bodies • published information on legislation, codes of practice, standards, licensing requirements, standard operating procedures, etc • records of conversations and meetings with relevant internal and external personnel

Relevant internal personnel may include:	• board of directors • chief executive officer • compliance management team • compliance specialists at the operational level • frontline managers/Bosses • Senior management team.
Relevant external personnel	may include: • legal and business advisors and consultants with expertise in compliance management • representatives of professional associations and institutes relevant to the organization's operations and sphere of business • representatives of relevant authorities in pertinent compliance areas
Relevant personnel performing specific compliance management functions	may include: • compliance management consultants • compliance management officers • compliance managers • legal personnel specializing in compliance management • line managers with specific compliance functions

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to: • document processes used to identify, analyze and interpret organizational compliance requirements • apply knowledge of elements of compliance programs and related management systems

Underpinning Knowledge and Attitudes	• elements of compliance programs and related management systems, including:
	  ➢ documentation of compliance requirements relevant to the organization
	  ➢ specification of compliance management functions, accountabilities and responsibilities within the organization
	  ➢ compliance-related management information systems
	  ➢ record-keeping systems required for compliance management
	  ➢ liaison procedures with relevant internal and external personnel on compliance-related matters
	  ➢ breach management policies and processes, including the identification, classification, investigation, rectification and reporting of breaches in compliance requirements
	  ➢ compliance reporting procedures
	  ➢ corporate induction and training processes related to compliance management
	  ➢ processes for the internal and external distribution and promotion of information on compliance requirements, and compliance programs and management systems
	  ➢ complaints handling systems

	- continuous improvement processes for compliance, including monitoring, evaluation and review - strategies for developing a positive compliance culture within the organization - techniques and performance indicators for monitoring the operation of a compliance program or management system - reporting processes on compliance management, including reports on breaches and rectification action - relevant organizational policies and procedures, including: - compliance plans and policies in various compliance areas - organizational standards for operations and ethics - relevant Ethiopian and international standards - relevant organizational policies and procedures, including: - plans and policies in various compliance areas of organizational standards for operations and ethics
Underpinning Skills	Demonstrates skills to: - interpersonal skills to: - contribute to the development of a positive culture of compliance within an organization - work with internal and external personnel with an interest in an organization's compliance program and management system - interpersonal and communication skills to relate to internal and external personnel, including those representing relevant regulatory authorities, professional institutes and organizations, including standards' organizations - literacy skills to read and interpret various types of documents and to write reports containing complex concepts - organizational and time-management skills to conduct compliance management activities - project management skills to: - scope and plan the conduct of compliance requirement identification activities - manage other personnel involved in the identification and interpretation of compliance management activities - research and analytical skills to identify and interpret compliance requirements - technical skills to use communications technology effectively
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	Competency may be assessed through: - 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: Legal Services Management Level V	
Unit Title	**Research Legal Information Using Secondary Sources**
Unit Code	**EIS LSM5 02 0812**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to undertake legal research using secondary sources and under supervision. This includes identifying research requirements and sources of information, applying information to a set of facts, evaluating the quality of the information, and preparing and producing reports.

A range of legislation, rules and codes of practice may apply to this unit at the time of endorsement, depending on job roles and jurisdictions. |

Elements	Performance Criteria
1. Identify specific legal data and information requirements	1.1 **Designated person** is liaised/contacted to clarify specific legal data and information needs

1.2 Research plan is prepared and activities are prioritized

1.3 **Resources and technical requirements** are identified

1.4 Timelines are assigned to tasks and delegate tasks where appropriate |
| 2. Undertake research | 2.1 **Sources of legal data and information** are identified

2.2 Key information to be extracted is researched and identified |
| 3. Review research | 3.1 Information is checked to ensure that extracted details are acknowledged and recorded for copyright and other legal requirements

3.2 Legal data and information are analyzed for relevance to facts

3.3 Legal data and information to fit research and relevant legal and ethical requirements are edited and collated |
| 4. Prepare drafts | 4.1 Document is drafted in appropriate format by taking into account precedent documents and using **appropriate language**

4.2 Legal data and information are presented according to **organization's policies and procedures** and legal requirements

4.3 Draft is evaluated against previously identified criteria and action taken to address identified gaps or deficits

4.4 Supervisor is liaised to review document

4.5 Amendments are made where necessary |

5. Prepare final draft	5.1 Key points are identified and executive summary is prepared where appropriate
	5.2 *Appendices*, bibliography and table of contents are prepared as required
	5.3 Final draft is checked and presented to supervisor for review and sign-off
	5.4 Arrangements are made to disseminate *report* as required

Variable	Range
Designated person may include:	• Lawyer • external client • government official • qualified legal practitioner • Immediate boss
Resources and technical requirements may include access to:	• computers • experts • legal precedent • legislation • office equipment and supplies • online legal information services • staff
Sources of legal data and information may include:	• court library • government publisher • internet • online information services, including case law • organization's library • precedent • specialist texts
Appropriate language may include:	• academic language • legal language • plain/simple language • technical language
Organization's policies and procedures may include:	• information sources • recording information • report format • security, confidentiality and privacy procedures • time-recording procedures • verifying and authorizing information
Appendices may include:	• certificates stamped as true and correct • photos stamped as true and correct
Report may include:	• financial report • marketing report • report discussing change in legislation and/or new legislation • report for journal or presentation at a conference or seminar

| | • report of work undertaken |
| | • report on relevant case law and/or legislation applicable to legal problem |

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to: • conduct effective research using secondary sources according to identified information requirements and organization's policy, procedures and legislative requirements • draft documents in appropriate formats and language, according to the requirements of the request and within agreed timelines • regularly and effectively communicate with designated person and relevant others regarding all activities, actions and outcomes • apply knowledge of relevant court processes, current legislation, legal processes and required documentation

Underpinning Knowledge and Attitudes	• scope of own role and responsibilities and obligations to refer to supervisor matters in relation to legal advice, completion or sign-off on legal work as described by relevant jurisdictions
	• organization's policies and procedures relating to accessing and using legal information
	• accepted codes of conduct, including those relating to:
	  ➢ privacy and confidentiality
	  ➢ use of company property
	  ➢ duty of care
	  ➢ ethical behavior
	  ➢ non-discriminatory practice
	  ➢ conflict of interest
	  ➢ compliance with reasonable direction
	• format for presenting written and oral reports and appendices
	• legal terminology
	• sources of legal data and information
	• relevant court processes, current legislation, legal processes and required documentation

Underpinning Skills	• communication skills to:
	  ➢ provide clear instructions to others
	  ➢ clarify, explore and build on ideas in discussions
	  ➢ question others
	• literacy skills to:
	  ➢ read and critically evaluate intricate legal documents
	  ➢ use legal vocabulary and grammatical structures to achieve precise meaning
	  ➢ draft, edit and proofread reports
	• numeracy skills to:
	  ➢ collate documents
	  ➢ accurately record documents

	➢ analyze and present statistical data ➢ analytical skills to evaluate legal data and 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	Competency may be assessed through: • 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: Legal Services Management Level V	
Unit Title	**Develop and Nurture Relationships**
Unit Code	**EIS LSM5 03 0812**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop, nurture and maintain professional relationships with clients, customers and colleagues in order to complete work tasks and further the reputation of the organization, and the profession or occupation.

Elements	Performance Criteria
1. Develop professional relationships	1.1 Dealings are conducted with clients, professionals, and other third parties professionally and in accordance with the ***organization's policies and procedures*** and ***legislative***, ***regulatory and professional codes of practice***
	1.2 ***Organization's social***, ***business and ethical standards*** are complied to develop and maintain positive relationships
	1.3 Colleagues, clients and other parties are dealt in a competent manner and with regard to ***confidentiality***
	1.4 ***Interpersonal styles and methods*** are adjusted to the needs and situations of other parties
2. Build and maintain business networks and relationships	2.1 ***Business and professional networks*** and other relationships are developed and maintained to benefit the organization
	2.2 Business and professional networks are used to identify and cultivate relationships in order to promote and market the organization
	2.3 ***Other professionals and third parties*** are collaborated to expand and enhance the reputation of the organization and to identify new and improved business practices
3. Nurture relationships and build on referral business for the long term	3.1 ***Referral business*** is followed up through ***appropriate communication channels*** to find and secure new business relationships
	3.2 Referral needs are identified quickly and information about relevant products and services is provided
	3.3 Information and ideas about referral business are referred to ***designated individuals*** with a view to nurturing ongoing business relationships

Variable	Range

Organization's policies and procedures may include:	• management and supervisory practices
	 • organization's procedures relating to:
	     ➢ chain of command
	     ➢ code of conduct
	     ➢ conflict of interest
	     ➢ disputes and complaint resolution
	     ➢ professional practice

Legislative, regulatory and professional codes of practice may include:	• regulations • privacy and other relevant Federal and Regional state legislation • professional or occupational codes of conduct relevant to job role
Organization's social, business and ethical standards may include:	• client management practices and principles • customer charter • organizational guidelines • professional codes of practice, in particular ethics and confidentiality
Confidentiality may include:	• requirements under relevant legislation, such as privacy • standards described by the organization's policies and procedures
Interpersonal styles and methods may include:	• educate and inform • negotiate and persuade • seek input from internal and external sources and use this input to develop and refine ideas and approaches • treat people with integrity, respect and empathy • use methods appropriate to the business or organizational audience to communicate ideas and information, taking into account social and cultural diversity • use soft sell and hard sell techniques
Business and professional networks may include:	• award ceremonies • charity functions • networking events • professional associations • seminars and conferences • sports outings and special events • supplier events
Other professionals and third parties may include:	• accounting and taxation professionals • Organization directors and managers • consumer protection authorities • government departments and agencies • legal professionals • licensing authorities • management and other relevant associations • professional associations • real estate professionals

Referral business may include:	• developed networks • friends and relatives • government representatives • own organization's internal call-in or referral method • past clients or customers • professional associations • recommendations and referrals from other professionals or organizations • recommendations from clients or customers
Appropriate communication channels may include:	• advertisements • appropriate communication channel • community events • face-to-face • mail • mobile telephone based communication • newsletters • office events • phone, email and other electronic technology • seminars • web-based social networking
Designated individual may include:	• colleague in other division or work group • recognized expert • specialist personnel • supervisor

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to: • liaise, develop and secure long-standing and effective relationships • apply high level communication, negotiation, interpersonal and relationship management skills • apply knowledge of the goals, policies and procedures of the organization • consider and adapt special needs of customers, including culture, language, race, religion, ethnic origin, socio-economic status and demographic needs
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • local and international economic environment and trends • marketing and public relations tools and media • relevant legislations • negotiation and communication principles • information sources to identify relevant associations, conferences and other relationship building opportunities

Underpinning Skills	• communication skills to communicate effectively verbally and in writing with a variety of people of diverse backgrounds
	• interpersonal skills to demonstrate networking and relationship-building techniques
	• self-management skills to set goals in terms of:
	  ➢ number of clients or customers to contact
	  ➢ developing new relationships
	  ➢ maintaining existing relationships
	• technology skills to:
	  ➢ access and maintain database systems
	  ➢ use custom-made software to track contact with clients and professionals, and third-party referrals
	• literacy skills to:
	  ➢ write reports and letters
	  ➢ use promotional and marketing tools and techniques

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	Competency may be assessed through: • 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: Legal Services Management Level V	
Unit Title	**Maintain and Enhance Professional Practice**
Unit Code	**EIS LSM5 04 0812**
Unit descriptor	This unit describes the performance outcomes, skills and knowledge required by individuals to manage their own professional development and ongoing performance. This unit addresses the process required to maintain a high level of professional performance in a particular field. It includes modelling high standards of performance according to professional standards and procedures, and the processes and outcomes involved in determining professional development needs and participating in associated activities. A range of legislation, rules and codes of practice may apply to this unit at the time of endorsement, depending on job roles and jurisdictions.

Elements	Performance Criteria
1. Model high standards of performance	1.1 Personal performance is ensured to be consistent with the *organization's goals and objectives* 1.2 Work goals and plans reflect individual responsibilities are ensured in accordance with *organizational and legal requirements*
2. Determine personal development needs	2.1 Personal skills and knowledge are assessed against relevant benchmarks to determine development needs and priorities 2.2 Changes are identified in professional practices and codes of conduct 2.3 *Feedback* from colleagues and clients is used to identify personal learning needs and areas of professional development 2.4 Future career options are identified 2.5 Personal learning needs are updated and documented 2.6 Personal development needs are discussed with *relevant personnel* for inclusion in *professional development plan*
3. Participate in professional development activities	3.1 *Development opportunities* suitable to personal learning styles are selected to support continuous learning and currency of professional practice is maintained 3.2 *Professional networks* are participated to support continuous learning and to maintain professional practice 3.3 Technology is used to maintain regular communication with

	relevant networks, organizations and individuals
4. Reflect on and evaluate professional practice	4.1 **Developments and trends** impacting on professional practice are researched and integrated into work performance
	4.2 Feedback is used from colleagues, supervisors, staff and clients to identify and introduce improvements in work performance
	4.3 Innovative and responsive approaches are identified for improving professional practice through the use of **continuous improvement techniques and processes**
	4.4 Progress is tracked through a personal portfolio/file or other mechanism
	4.5 Records, reports and recommendations are managed for improvement

Variable	Range
Organization's goals and objectives may relate to:	• business plan • client satisfaction • financial performance • flexibility and client responsiveness • client service • operational plan • organization's code of conduct • people management • quality and quality assurance • strategic plan

Organizational and legal requirements may include:	• administrative and records management system, for example:
	  ➢ document version control
	  ➢ maintenance, retention, archiving, retrieval, storage and security of assessment information
	  ➢ reporting and recording requirements and arrangements
	• access and equity
	• availability of policies and procedures
	• client selection, enrolment and induction/orientation
	• collaborative and partnership arrangements
	• confidentiality and privacy requirements
	• customer complaints, grievances and appeals
	• defined resource parameters
	• ethical standards
	• financial management, including refund policies and systems to protect fees paid in advance
	• recognition of qualifications issued by other training and/or assessment organizations
	• risk identification and management, including OHS quality and continuous improvement processes and standards, such as

	validation systems
	• staff recruitment, induction and ongoing development and monitoring
Feedback may include:	• comments from clients
	• comments from supervisors and colleagues
	• formal and informal performance appraisals
	• personal reflective behavior strategies
	• routine organizational methods for monitoring service delivery
Relevant personnel may include:	• career development professional
	• coach
	• human resource personnel
	• mentor/advisor
	• supervisor
Professional development plan refers to:	• organization's professional development plan for each individual staff member, outlining:
	➢ work and personal career objectives
	➢ identified areas requiring development
	➢ learning opportunities and activities
	➢ relevant work activities and projects
	➢ links to organizational training needs profile
Development opportunities may include:	• attending relevant conferences, seminars and workshops
	• coaching and mentoring
	• internal training and development programs
	• networking with internal and external colleagues
	• reading relevant journals and literature
	• undertaking higher education or further qualifications
	• undertaking professional development in specific areas of practice
Professional networks may include:	• informal networks, such as:
	➢ contacts in vocational education and training
	➢ other employees in the same or different organization
	➢ people working in industry or vocational area
	• formal networks, such as:
	➢ communities of practice
	➢ interest and support groups
	➢ professional and occupation associations
	➢ specialist and peak associations
Developments and trends may include:	• legislative and regulatory changes affecting legal practices
	• new developments, directions and trends affecting job role
	• new or revised Training Packages in vocational area of expertise
	• policy changes in the legal profession
Continuous improvement techniques and processes may include:	• limited and systemic evaluation
	• ongoing education and training
	• review and maintenance of records
	• self-assessment
	• strategic business and operational planning

	• team meetings and networking

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to: • document personal learning needs • research networks, developments and trends • apply continuous improvement techniques and processes • reflect on own professional practice • obtain feedback from clients and colleagues • identify and address professional development needs
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • organizational goals and objectives • organizational processes, procedures and opportunities relating to professional development • range of continuous improvement techniques and processes, and their application • social and education trends and changes impacting on legal practices and legal profession • networks relevant to professional practice • ethical and inclusive standards, principles and practices • types and availability of training development activities and opportunities • relevant policies, codes of practice and national standards, including Federal and regional state • recording information and confidentiality requirements • anti-discrimination, including equal opportunity, racial vilification/undermining and disability discrimination • workplace relations • industrial awards and enterprise agreements • relevant OHS knowledge relating to work role and work context, and OHS when managing own professional practice and performance

Underpinning Skills	Demonstrates skills to:
	• self-management skills to:
	  ➢ systematically evaluate personal work practices to improve performance or understanding
	  ➢ identify gaps in skills or knowledge
	  ➢ obtain competencies or capabilities to meet current and future organizational objectives
	• research skills to:
	  ➢ keep up with trends in professional development in current and future roles
	  ➢ identify relevant affiliations
	• communication skills to:
	  ➢ obtain feedback from colleagues and clients
	  ➢ participate in professional networks
	• interpersonal skills to:

	➢ participate in events and activities ➢ build professional relationships ➢ build an organizational network ➢ participate in communities of practice - literacy skills to: ➢ document personal learning needs ➢ read and interpret information, such as legal and organizational policy documents ➢ complete and maintain records relating to professional development - time-management skills to: ➢ organize professional development activities ➢ analyze and identify career options
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competency may be assessed through: - 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: Legal Services Management Level V	
Unit Title	**Develop Workplace Policy and Procedures for Sustainability**
Unit Code	**EIS LSM5 05 0812**
Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to develop and implement a workplace sustainability policy, including the modification of the policy to suit changed circumstances.
	This unit requires the ability to access organizational information, applicable legislative and occupational health and safety (OHS) guidelines.

Elements	Performance Criteria
1. Develop workplace sustainability policy	1.1 **Scope** of sustainability policy is defined
	1.2 Information is gathered from a range of **sources** to plan and develop policy
	1.3 **Stakeholders** are identified and consulted as a key component of the policy development process
	1.4 Appropriate **strategies** are included in policy at all stages of work for minimizing resource use, reducing toxic material and hazardous chemical use, and employing life cycle management approaches
	1.5 Recommendations are made for policy options based on likely effectiveness, timeframes and cost
	1.6 Policy that reflects the organization's commitment to sustainability is developed as an integral part of business planning and as a business opportunity
	1.7 Appropriate methods of implementation are agreed
2. Communicate workplace sustainability policy	2.1 Workplace sustainability policy, including its expected outcome are promoted to key stakeholders
	2.2 Those involved in implementing the policy is informed as to outcomes expected, activities to be undertaken and responsibilities assigned
3. Implement workplace sustainability policy	3.1 Procedures are developed and communicated to help implement workplace sustainability policy
	3.2 Strategies are implemented for continuous improvement in resource efficiency
	3.3 Responsibility is established and assigned to use recording systems for tracking continuous improvements in sustainability approaches

4. Review workplace sustainability policy implementation	4.1 Outcomes are documented and feedback is provided to stakeholders
	4.2 Successes or otherwise of policy are investigated
	4.3 Records are monitored to identify trends that may require remedial action and use to promote continuous improvement of performance
	4.4 Policy and or procedures are modified as required to ensure improvements are made

Variable	Range

Scope of workplace sustainability policy may include:	• integrated approach to sustainability which includes environmental, economic and social aspects, or a specific approach that focuses on each aspect individually
	 • investigating particular business and market context of the organization
	 • meeting relevant laws, by laws best practice to support compliance in environmental performance and sustainability at each level
	   ➢ international
	   ➢ Federal
	   ➢ Regional state
	   ➢ organization
	 • parts of the organization to which it is to apply, including whether it is for the whole organization, site, work area or a combination of these

Sources may include:	• Legislative sources • relevant personnel • Organizational specifications.

Stakeholders may include:	• individuals and groups both inside and outside the organization who have some direct interest in the organization's conduct, actions, and services, including:
	   ➢ customers
	   ➢ employees at all levels of the organization
	   ➢ government
	   ➢ investors
	   ➢ local community
	   ➢ other organizations
	   ➢ suppliers
	 • concerned personnel within the organization and specialists outside the organization who may have particular technical expertise

Strategies may include:	• promotional activities • raising awareness among stakeholders • Training staff in sustainability principles and techniques.

Evidence Guide	
Critical Aspects of Competence	Evidence of the following is essential: • candidate's involvement as a concerned person in planning, developing and implementing organizational policy and that the developed policy complies with legislative requirements • implementation strategy, as part of the policy, that has been devised, implemented and reviewed showing a measurable improvement utilizing the chosen benchmark indicators • communicating with stakeholders to discuss possible approaches to policy development , implementation, and contributing to the resolution of disputes among stakeholders • developing and monitoring policies for analyzing data on organization resource consumption • using software systems for recording and filing documentation for measurement of current usage and using word processing and other basic software for interpreting charts, flowcharts, graphs and other visual data and information • reviewing and improving policies by identifying improvements and benchmarking against organizational best practice and attempting new approaches continuously over time
Underpinning Knowledge and Attitudes	• best practice approaches relevant to own work area • environmental or sustainability legislation and codes of practice applicable to organization • equal employment opportunity, equity and diversity principles and occupational health and safety implications of policy being developed • policy development processes and practices • principles, practices and available tools and techniques of sustainability management relevant to the particular organization context • quality assurance systems relevant to own organization • relevant organization competency • relevant organizational policies, procedures and protocols • relevant systems and procedures to aid in the achievement of workplace sustainability
Underpinning Skills	• communication skills to adjust communication to suit different audiences; to respond effectively to diversity; to work as a member of a team to consult on and validate policy • literacy skills to read and evaluate complex and formal documents such as policy and legislation • problem skills to effectively manage different points of view and dissenting stakeholders • research, analytical and writing skills to research, analyze and present information; to prepare written reports requiring precision of expression and language and structures suited to the intended audience

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	Competency may be assessed through: • 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: Legal Services Management Level V	
Unit Title	**Implement and Monitor Environmentally Sustainable Work**
Unit Code	**EIS LSM5 06 0812**
Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to effectively analyze the workplace in relation to environmentally sustainable work practices and to implement improvements and monitor their effectiveness.
	This unit requires the ability to access industry information, applicable legislative and occupational health and safety (OHS) guidelines.

Elements	Performance Criteria
1. Investigate current practices in relation to resource usage	1.1 Environmental regulations applying to the organizations are identified
	1.2 Procedures are analyzed for assessing **compliance** with environmental/sustainability Laws.
	1.3 Information on environmental and resource efficiency systems and procedures is collected, and provided to the work group where appropriate
	1.4 Information from a range of **sources** is collected, analyzed and organized to provide information/advice and tools/resources for improvement opportunities
	1.5 Current resource usage of members of the work group is measured and documented
	1.6 Current **purchasing strategies** are analyzed and documented
	1.7 Current work processes are analyzed to access information and data to assist in identifying areas for improvement
2. Set targets for improvements	2.1 Input is sought from **stakeholders**, **concerned personnel and specialists**
	2.2 External sources of information and data are accessed as required
	2.3 Alternative solutions are evaluated to workplace environmental issues
	2.4 Set efficiency targets
3. Implement performance improvement strategies	3.1 Appropriate **techniques and tools** are sourced and used to assist in achieving efficiency targets
	3.2 Continuous improvement strategies are applied to own work area of responsibility, including ideas and possible solutions

	to communicate in the work group and management
	3.3 ***Environmental and resource efficiency improvement plans*** are implemented and integrated for own work group with other operational activities
	3.4 Team members are supervised and supported to identify possible areas for improved practices and resource efficiency in work area
	3.5 ***Suggestions*** and ideas about environmental and resource efficiency management are sought from stakeholders and acted upon where appropriate
	3.6 Costing strategies are implemented to fully value environmental assets
4. Monitor performance	4.1 Evaluation and monitoring, tools and technology are used and/or developed
	4.2 Outcomes are documented and communicated to report on efficiency targets to concerned personnel and stakeholders.
	4.3 Strategies and improvement plans are evaluated.
	4.4 New efficiency targets are set, and new tools and strategies are investigated and applied.
	4.5 Successful strategies and reward participants are promoted where possible

Variables	Range

Compliance may include:	• meeting relevant laws, area laws and regulations or best practice or codes of practice to support compliance in environmental performance and sustainability at each level as required
	  ➢ international
	  ➢ Federal
	  ➢ Regional state
	  ➢ industry
	  ➢ organization

Sources may include:	• organization specifications • relevant stakeholders • resource use
Purchasing strategies may include:	• influencing suppliers to take up environmental sustainability approaches • researching and participating in programs such as a supply chain program to purchase sustainable products
Stakeholders, concerned personnel and specialists may include:	• individuals and groups both inside and outside the organization who have direct or indirect interest in the organization's conduct, actions, products and services, including: ➢ customers

	➤ employees at all levels of the organization ➤ government ➤ investors ➤ local community ➤ other organizations ➤ suppliers - Concerned personnel within the organization, and specialists outside the organization who may have particular technical expertise
Techniques and tools may include:	- examination of invoices from suppliers - examination of relevant information and data - measurements made under different conditions - others as appropriate to the specific industry context
Environmental and resource efficiency improvement plans may include:	- addressing environmental and resource sustainability initiatives such as environmental management systems, action plans, surveys and audits - applying the waste management/proper management hierarchy in the workplace - determining organization's most appropriate waste treatment including waste to recycling, re-use, recoverable resources - initiating and/or maintaining appropriate organizational procedures for operational energy consumption, including stationary energy and non-stationary (transport) - preventing and minimizing risks, and maximizing opportunities such as: ➤ improving resource/energy efficiency - reducing use of non-renewable resources ➤ product stewardship ➤ supply chain management ➤ sustainability covenants/compacts
Suggestions may include ideas that help to:	- prevent and minimize risks and maximize opportunities such as: ➤ usage of solar or renewable energies where appropriate ➤ reducing use of non-renewable resources - maximizing opportunities to re-use, recycle and reclaim materials - identifying strategies to offset or mitigate environmental impacts: ➤ energy conservation ➤ reducing chemical use ➤ reducing material consumption - expressing purchasing power through the selection of suppliers with improved environmental performance e.g. purchasing renewable energy - eliminating the use of hazardous and toxic materials
Compliance may include:	meeting relevant laws, by-laws and or best practice or codes of practice to support compliance in environmental performance and sustainability at each level as required :

	➢ international
	➢ Federal
	➢ Regional state
	➢ Industry
	➢ Organization.

Evidence Guide	
Critical Aspects of Competence	Evidence of the ability to:
	• knowledge of relevant compliance requirements within work area
	• developing plans to make improvements
	• planning and organizing work group activities in relation to measuring current use and devising strategies to improve usage
	• monitoring resource use and improvements for environmental performance relative to work area and supervision
	• ensuring appropriate action is taken within work area in relation to environmental/sustainability compliance and potential hazards
	• implementing new approaches to work area in an effort to resolve and improve environmental and resource efficiency issues and reporting as required
Underpinning Knowledge and Attitudes	Demonstrates knowledge of:
	• best practice approaches relevant to own area of responsibility and Organization
	• compliance requirements within work area for all relevant environmental/sustainability legislation and codes of practice including resource hazards/risks associated with work area, job specifications and procedures
	• environmental and energy efficiency issues, systems and procedures specific to organization practice
	• external benchmarks and support for particular benchmarks to be used within organization, including approaches to improving resource use for work area and expected outcomes
	• OHS issues and requirements
	• organizational structure and reporting channels and procedures
	• quality assurance systems relevant to own work area
	• strategies to maximize opportunities and to minimize impact relevant to own work area
	• supply chain procedures
	• terms and conditions of employment including policies and procedures, such as daily tasks, work area responsibilities, employee, supervisor and employer rights, equal opportunity

Underpinning Skills	Demonstrates skills to: • analytical skills to analyze problems, to devise solutions and to reflect on approaches taken • change management skills • communication skills to answer questions, clarify and acknowledge suggestions relating to work requirements and efficiency • communication/consultation skills to support information flow from stakeholders to the work group • innovation skills to identify improvements, to apply knowledge about resource use to organizational activities and to develop tools • literacy skills to comprehend documentation, to interpret environmental and energy efficiency requirements, to create tools to measure and monitor improvements and to report outcomes • numeracy skills to analyze data on organizational resource consumption and waste product volumes • planning and organizing skills to implement environmental and energy efficiency management polices and procedures relevant to own work area • problem-solving skills to devise approaches to improved environmental sustainability and to develop alternative approaches as required • technology skills to operate and shut down equipment; where relevant, to use software systems for recording and filing documentation to measure current usage; and to use word processing and other basic software for interpreting charts, flowcharts, graphs and other visual data and information ➢ supervisory skills to work effectively with a team
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	Competency may be assessed through: • 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: Legal Services Management Level V	
Unit Title	**Manage Project Quality**
Unit Code	**EIS LSM5 07 0812**
Unit Descriptor	This unit specifies the outcomes required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

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

	3.3 Lessons learned and recommended *improvements* are identified, documented and passed on to a higher project authority for application in future projects

Variable	Range
Quality objectives	May include but not limited to: • requirements from the client and other stakeholders • requirements from a higher project authority • negotiated trade-offs between cost, schedule and performance • those quality aspects which may impact on customer satisfaction
Quality management plan	May include but not limited to: • established processes • authorizations and responsibilities for quality control • quality assurance • continuous improvement
Quality management methods, techniques and tools	May include but not limited to: • brainstorming • benchmarking • charting processes • ranking candidates • defining control • undertaking benefit/cost analysis • processes that limit and/or indicate variation • control charts • flowcharts • histograms • pareto charts • scatter gram • run charts
Quality control	May include but not limited to: • monitoring conformance with specifications • recommending ways to eliminate causes of unsatisfactory • performance of products or processes • monitoring of regular inspections by internal or external agents
Improvements	May include but not limited to: • formal practices, such as total quality management or continuous improvement • improvement by less formal processes which enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project team performance

Evidence Guide

Critical Aspects of Competence	Demonstrates skills and knowledge in: • lists of quality objectives, standards, levels and measurement criteria • records of inspections, recommended rectification actions and quality outcomes • management of quality management system and quality management plans • application of quality control, quality assurance and continuous improvement processes • records of quality reviews • lists of lessons learned and recommended improvements Processes that could be used as evidence include: • how quality requirements and outcomes were determined for projects • how quality tools were selected for use in projects • how team members were managed throughout projects with respect to quality within the project • how quality was managed throughout projects • how problems and issues with respect to quality and arising during projects were identified and addressed • how projects were reviewed with respect to quality management • how improvements to quality management of projects have been acted upon

Underpinning Knowledge and Attitudes	Demonstrates knowledge of:
	• the principles of project quality management and their application
	• acceptance of responsibilities for project quality management
	• use of quality management systems and standards
	• the place of quality management in the context of the project life cycle
	• appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes
	• attributes:
	   ➢ analytical
	   ➢ attention to detail
	   ➢ able to maintain an overview
	   ➢ communicative
	   ➢ positive leadership

Underpinning Skills	Demonstrate skills of: • ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities • project management • quality management • planning and organizing • communication and negotiation

	• problem-solving • leadership and personnel management • monitoring and review skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • 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: Legal Services Management Level V	
Unit Title	**Facilitate and Capitalize on Change and Innovation**
Unit Code	**EIS LSM5 08 0812**
Unit Descriptor	This unit specifies the outcomes required to plan and manage the introduction and facilitation of change; particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

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

Variables	Range
Manager	a person with frontline management roles and responsibilities, regardless of the title of their position
Appropriate stakeholders	May include but not limited to: • organization directors and other relevant managers • teams and individual employees who are both directly and indirectly involved in the proposed change • union/employee representatives or groups • OHS committees • other people with specialist responsibilities • external stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies
Risks	May include but not limited to: • any event, process or action that may result in goals and objectives of the organization not being met • any adverse impact on individuals or the organization • various risks identified in a risk management process
Information needs	May include but not limited to: • new and emerging workplace issues • implications for current work roles and practices including training and development • changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections • planning documents • reports • market trend data • scenario plans • customer/competitor data

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • Planning the introduction and facilitation of change • Developing creative and flexible approaches and solutions • Managing emerging challenges and opportunities
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: • Relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination • the principles and techniques involved in: • change and innovation management

	• development of strategies and procedures to implement and facilitate change and innovation
	• use of risk management strategies: identifying hazards,
	• assessing risks and implementing risk control measures
	• problem identification and resolution
	• leadership and mentoring techniques
	• management of quality customer service delivery
	• consultation and communication techniques
	• record keeping and management methods
	• the sources of change and how they impact
	• factors which lead/cause resistance to change
	• approaches to managing workplace issues
Underpinning Skills	Demonstrate skills on: • Communication skills • Planning work • Managing risk
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: • 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: Legal Services Management Level V	
Unit Title	**Establish and Conduct Business Relationships**
Unit Code	**EIS LSM5 09 0812**
Unit Descriptor	This unit covers the skills, attitudes and knowledge required to manage business relationship with customers.

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

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

Variables	Range
Opportunities to maintain regular contact with customers	May include but not limited to: • informal social occasions • industry functions • association membership • co-operative promotions • program of regular telephone contact
Negotiation techniques	May include but not limited to: • identification of goals, limits • clarification of needs of all parties • identifying points of agreement and points of difference • preparatory research of facts • active listening and questioning • non-verbal communication techniques • appropriate language • bargaining • developing options • confirming agreements • appropriate cultural behavior

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • consistently applying enterprise policies and procedures and industry codes of practice in regard to customer service • providing a quality service environment by treating customers in a courteous and professional manner through all stages of the procedure • using effective questioning/active listening and observation skills to identify customer needs • communicating effectively with others involved in or affected by the work • maintaining relevant and current customer databases in accordance with enterprise policies and procedures • ability to build and maintain relationships to achieve successful business outcomes

Underpinning Knowledge and Attitudes	Demonstrate knowledge of:
	• Operational knowledge of enterprise policies and procedures in regard to:
	  ➤ customer service
	  ➤ dealing with difficult customers
	  ➤ maintenance of customer databases
	  ➤ allocated duties/responsibilities
	  ➤ General knowledge of the range of enterprise merchandise and services, location of telephone extensions and departments/sections
	• Basic operational knowledge of legislation and statutory requirements, including consumer law, trade practices and fair trading legislation
	• Basic operational knowledge of industry/workplace codes of practice in relation to customer service
	• negotiation and communication techniques appropriate to negotiations that may be of significant commercial value

Underpinning Skills	Demonstrate skills to: • Use workplace technology related to use of customer database • Collect, organize and understand information related to collating and analyzing customer information to identify needs • Communicate ideas and information • Plan and organize activities concerning information for database entries • Use mathematical ideas and techniques to plan database cells and size • Establish diagnostic processes which identify and recommend improvements to customer service
Resources Implication	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: • 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: Legal Services Management Level V	
Unit Title	**Manage Continuous Improvement Process (Kaizen)**
Unit Code	**EIS LSM5 10 1012**
Unit Descriptor	This unit describes the performance, outcomes, knowledge, attitude and skills required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted, rewarded and managed.

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

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

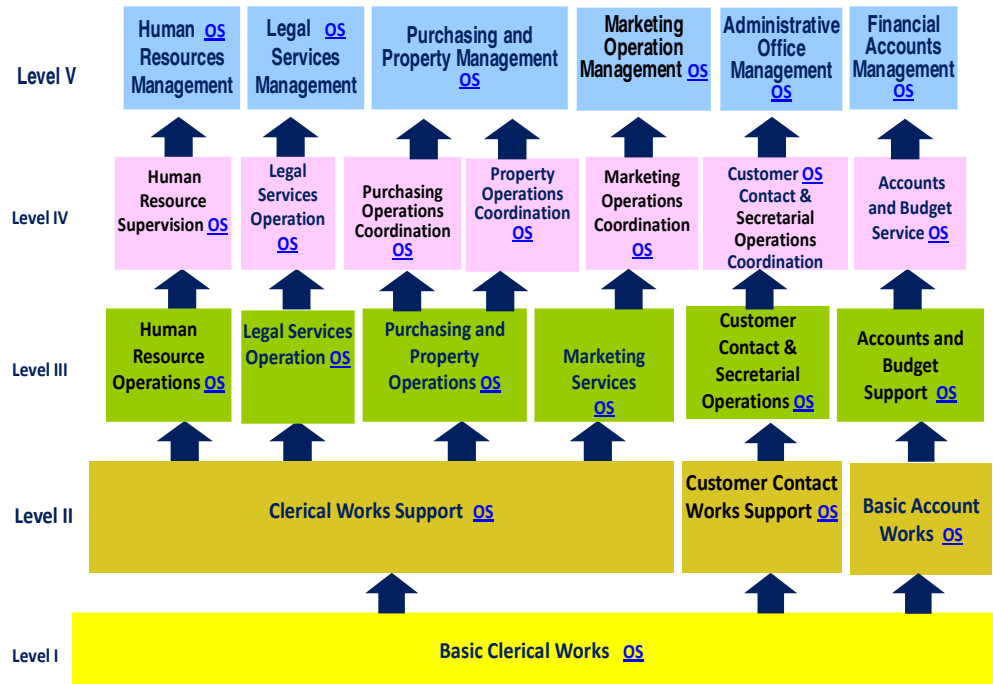| Range	Variables
Parameters	May include but not limited to: • Working condition • Resources may include: ➢ Human ➢ Material ➢ Machine • Kaizen elements
Kaizen management template	May include but not limited to: • Visual management board for: ➢ displaying characteristic figures, data and graphics ➢ depicting and controlling processes ➢ identifying and marking sources of risks, setting and standards ➢ displaying company's values and goals of kaizen
Kaizen tools	May include but not limited to: • 5S (a visual workplace management) • 7 QC tools(Cause and Effect Diagram, Check Sheet , Pareto Diagram , Histogram, Scatter Diagram, Control Chart and Flow Chart) • Brainstorming • Basic Industrial Engineering (IE) tools such as time study, motion study, line balancing, work sampling

	• JIT(JUST IN TIME principles) • MUDA identification and elimination tools • Kanban • Poka-yoke • Takt- time
Gemba activities	May include but not limited to: • Value-adding activities to satisfy the customer • Employee autonomous operations (participating in team to identify nonconformity, propose solutions and implement them autonomously)
Individual leadership capability	May include but not limited to: • Personal and interpersonal skills • Courage • Honour and integrity • Energy and drive • Strategic skills • Operating skills • Organizational positioning skills

Sustainability/continu ous improvement	May include but not limited to:
	• Improvements made by following PDCA (Plan, Do, Check and Act) cycle for:
	  ➢ Improvements in one's own work
	  ➢ Saving in energy, material and other resources
	  ➢ Improvements in the working environment
	  ➢ Improvements in machines and processes
	  ➢ Improvements in jigs and tools
	  ➢ Improvement in office work
	  ➢ Improvements in product quality
	  ➢ Ideas for new products
	  ➢ Customers services and customer relations

System audit tool	May include but not limited to: • 5S audit • Patrol system • Kaizen board • 5M check lists • Key Performance Indicators (KPIs)

Standard operating procedure	May include but not limited to:
	• Administrative standards for:
	  ➢ Managing the business
	  ➢ Administration
	  ➢ Personnel Guidelines
	  ➢ Job Descriptions
	  ➢ Guidelines for preparing cost information
	• Operation standards for:
	  ➢ Describing the way a job is done.
	  ➢ Help realising Quality, cost, delivery.
	  ➢ Addressing the need to satisfy customers.
	  ➢ Using the process that's the best.

	➤ Producing work in the most cost effective manner. ➤ Assuring total quality for the customer.

HR practices	May include but not limited to:
	• Resources may include:
	   ➤ Recruit and retain high quality people with innovative skills and a good track, record in innovation
	• HR development is used for:
	   ➤ strategic capability and provide encouragement and facilities for enhancing innovating skills and enhancing the intellectual capital of the organization
	• Reward will:
	   ➤ Provide financial incentives and rewards and recognition for successful innovation

Evidence Guide	
Critical Aspects of Assessment	Demonstrates skills and knowledge competencies to: • Establish policy and cross-functional goals for kaizen • Deploy and implement goals as directed through policy deployment and cross-functional management. • Realize goals through deployment and audits. • Build systems, procedures, and structures conducive to kaizen. • Use kaizen in functional capabilities. • Introduce Kaizen as a corporate strategy • Provide support and direction between allocating resources • Establish, maintain and upgrade standards. • Make employees conscious through training programs. • Assist employees develop skills and tools for problem solving.

Underpinning Knowledge and Attitude	Demonstrates knowledge of:
	• Quality management and continuous improvement theories
	• creativity/innovation theories/concepts
	• competitive systems and practices tools, including:
	   ➤ 5S
	   ➤ JUST IN Time (JIT)
	   ➤ mistake proofing
	   ➤ process mapping
	   ➤ establishing customer pull
	   ➤ setting of KPIs/metrics
	   ➤ SOP
	   ➤ Kaizen elements/targets.
	   ➤ identification and elimination of waste/MUDA
	   ➤ continuous improvement processes including implementation, monitoring and evaluation strategies for a whole organization and its value stream
	   ➤ Difference between breakthrough improvement and continuous improvement
	   ➤ organizational goals, processes and structure

	➢ approval processes within organization ➢ methods of determining the impact of a change ➢ customer perception of value ➢ Define, Measure, Analyze, Improve and Control (DMAIC) to sustain process
Underpinning Skills	Demonstrates Skills to: • Use leadership skills to foster a commitment to quality and openness to improvement. • Analyze training needs and implementing training programs • Prepare and maintain quality and audit documentation • Undertake self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts • Communicate at all levels in the organization and to audiences of different levels of literacy and numeracy • Analyze current state/situation of the organization. • Analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • Solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause • Negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, employees and members of the community. • Review relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: ➢ Key Performance Indicators (KPIs) for existing processes ➢ Quality statistics ➢ Delivery timing and quantity statistics ➢ Process/equipment reliability ('uptime')
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • 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.

BUSINESS AND FINANCE

Level V	Human OS Resources Management	Legal OS Services Management	Purchasing and Property Management OS	Marketing Operation Management OS	Administrative Office Management OS	Financial Accounts Management OS
Level IV	Human Resource Supervision OS	Legal Services Operation OS	Purchasing Operations Coordination OS	Property Operations Coordination OS	Marketing Operations Coordination OS	Customer OS Contact & Secretarial Operations Coordination	Accounts and Budget Service OS
Level III	Human Resource Operations OS	Legal Services Operation OS	Purchasing and Property Operations OS	Marketing Services OS	Customer Contact & Secretarial Operations OS	Accounts and Budget Support OS
Level II	Clerical Works Support OS				Customer Contact Works Support OS	Basic Account Works OS
Level I	Basic Clerical Works OS					

Acknowledgement

We wish to extend thanks and appreciation to the many representatives of business, industry, academe and government agencies who donated their time and expertise to the development of this occupational standard.

We would like also to express our appreciation to the Staff and Experts of Federal TVET Agency, Ministry of Education (MoE) who made the development of this occupational standard possible.

This occupational standard was developed in August 2012 at Bishoftu, Debre Zeit Management Institute.

COMMENT TEMPLATE

The Federal TVET Agency values your feedback of the document.
If you would like someone to personally contact you, please provide the following information:
Name:
Region:
Phone number:
Email:
Contact preference: Phone   E-mail
Please, leave a comment.

Thank you for your time and consideration to complete this. For additional comments, please contact us on:

- **Phone# +251911207386/+251911641248/+251923787992 and**
- **E-mail: bizunehdebebe@yahoo.com/ Abebaw_maemer@yahoo.com /won_get@yahoo.com**.