Federal Democratic Republic of Ethiopia
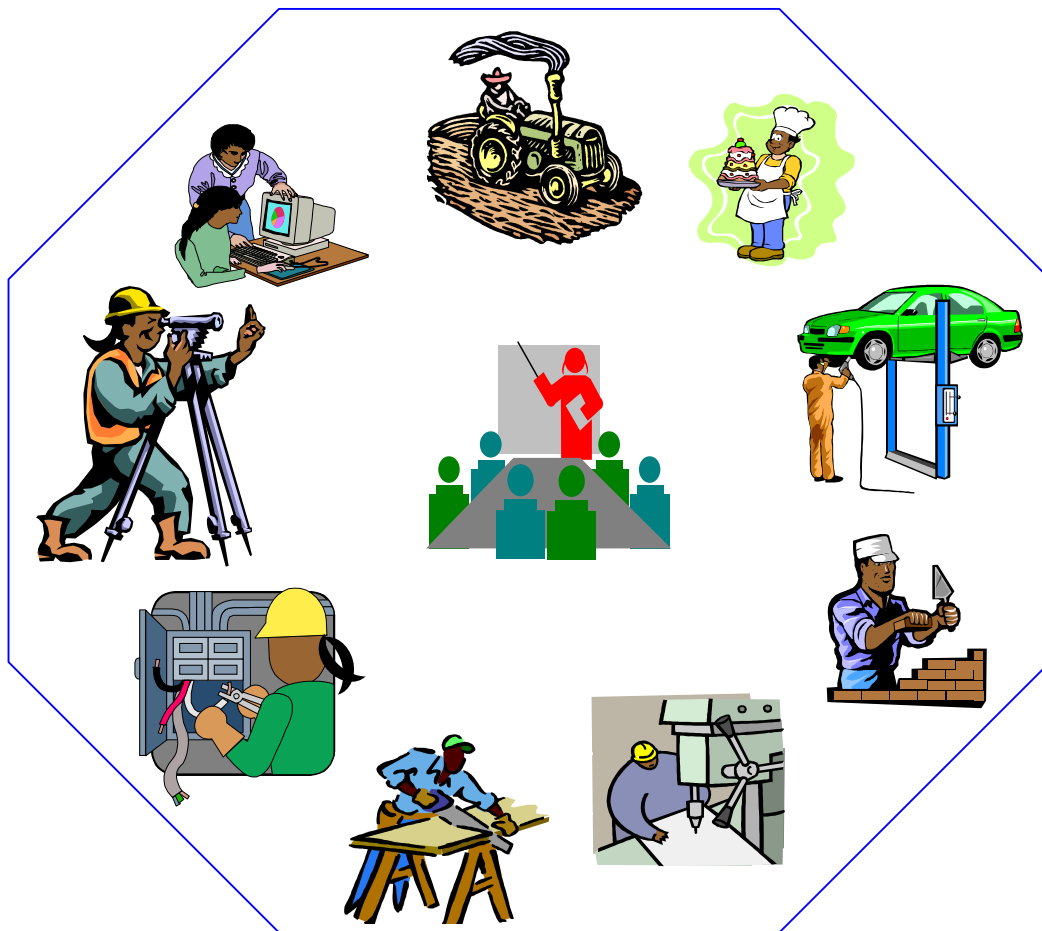**OCCUPATIONAL STANDARD**

PROPERTY OPERATIONS COORDINATION
NTQF Level IV

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 Ethiopian standards, which define the occupational requirements and expected outcome related to a specific occupation without taking TVET delivery into account.

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

A Unit of Competence describes a distinct work activity. It is documented in a standard format that comprises:
- Occupational title and NTQF level
- Unit title
- Unit code
- Unit descriptor
- 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 occupation with all the key components of a Unit of Competence:
- chart with an overview of all Units of Competence for the respective level (Unit of Competence Chart) including the Unit Codes and the Unit 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: Property Operations Coordination
Occupational Code: BSB POM
NTQF Level IV

EIS POC4 01 0512 Identify Legal & Ethical Requirements of Property Management	EIS POC4 02 0512 Coordinate Maintenance and Repair of Properties	EIS POC4 03 0512 Analyze Property Information
EIS POC4 04 0512 Plan Inventory Levels	EIS POC4 05 0512 Arrange Valuation of Assets	EIS POC4 06 0512 Design and Develop Complex Text Documents
EIS POC4 07 0512 Monitor a Safe Workplace	EIS POC4 08 0512 Identify Risk and Apply Risk Management Processes	EIS POC4 09 0512 Plan and Organize Work
EIS POC4 10 0512 Migrate to New Technology	EIS POC4 11 0512 Establish Quality Standards	EIS POC4 12 0512 Develop Individuals and Team
EIS POC4 13 0512 Utilize Specialized Communication Skills	EIS POC4 14 0512 Manage and Maintain Small/Medium Business Operations	EIS POC4 15 0512 Manage Continuous Improvement System

Occupational Standard: Property Operations Coordination Level IV	
Unit Title	**Identify Legal & Ethical Requirements of Property Management**
Unit Code	**EIS POC4 01 0512**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to meet the core legal and ethical requirements associated with property management. This includes awareness of the legislation dealing with management of property, the role and responsibility of organization personnel in property management, the recording of property management transactions and the completion of property management documentation.

Elements	Performance Criteria
1 Apply knowledge of property management	1.1. Purpose of property management and relationship with asset management are identified in line with organizations practice.
	1.2. Roles and responsibilities of **government organizations** regulating management of property are identified in relation to organization practice.
	1.3. **Legislation** regulating management of properties is identified in the context of organizations practice.
	1.4. Principles of property management are identified in the context of legislative requirements and organizations practice.
	1.5. Ethical and conduct standards and key principles of consumer protection, equal employment opportunity and privacy legislation in relation to property management are identified in the context of legislative requirements and organizations practice.
2 Develop knowledge of property management process.	2.1 Need for demonstrating **effective communication strategies** in establishing rapport with clients, determining client needs, providing accurate advice, addressing client concerns and dealing with conflict is identified in line with organizations practice.
	2.2 **Listing** opportunities are identified and assessed in the context of legislative requirements and organizations practice.
	2.3 **Authority documents** and other organizations documents for property management are identified in line with legislative requirements and organizations practice.
3 Supervise Property Handling	3.1. Receiving, recording, processing and distributing properties are identified in line with legislative requirements and organization practice.

	3.2. Supervise for preparing and forwarding financial statements to respected departments are identified in the context of legislative requirements and organizations practice.
4 Use key register**.**	3.3. ***Key register*** system is accessed and maintained in line with organization practice.
	3.4. Security of register and keys is maintained in line with organization practice.

Variable	Range

Government organization	may include:
	 • Government organization, such as:
	   ➢ Federal Organizations,
	   ➢ Regional Organizations
	   ➢ City Administrations and
	   ➢ Public enterprises

Legislation	may include:
	 • Relevant federal, and regional legislation and local government regulations relating to:
	   ➢ anti-discrimination and equal employment opportunity
	   ➢ consumer protection
	   ➢ environmental issues
	   ➢ franchises and business structure
	   ➢ OHS
	   ➢ privacy
	   ➢ Property management.

Effective communicatio n strategies	may include: • active listening • being non-judgemental • exploring problems • expressing an individual perspective • providing sufficient time for questions and responses • providing summarising and reflective responses in conflict situations • using appropriate words, behaviour and posture • using clarifying and summarising questions • using clear and concise language • using culturally appropriate communication • using plain English • Using verbal and non-verbal communication.
Listings	may include: • acquisition of the rent roll • advertising • builders and property developers • callers to the office • promoting investment property • recommendations

	• service

Authority documents	may include:
	• Documents that are issued by Federal, Regional and public Enterprises. Such as:
	  ➤ Proclamations
	  ➤ Directives and
	  ➤ Manuals

Key register	may refer to: • access to keys • coding of keys • entry of key in register • non-return of keys • records • security and storage procedures

Evidence Guide	
Critical Aspects of Competence	A person who demonstrates competency in this unit must be able to provide evidence of: • knowledge of ethical and conduct standards and key principles of consumer protection, equal employment opportunity and privacy in relation to property management • knowledge of the process of managing property • knowledge of legislation and the regulatory framework relevant to the management of property • Using and maintaining a key register.
Underpinning Knowledge and Attitudes	Demonstrate knowledge of : • ethical and conduct standards relevant to property management • key principles of consumer protection, equal employment opportunity and privacy legislation • key register • process of managing property, including prospecting, obtaining listings, gaining authorities and manage property, preparing property condition reports, conducting inspections, and maintaining property
Underpinning Skills	Demonstrate Skills: • ability to communicate with and relate to a range of people from diverse social, economic and cultural backgrounds and with varying physical and mental abilities • analytical skills to interpret documents such as legislation, regulations, and authority forms • computing skills to access organization and resource databases, use standard software packages, • decision making and problem solving skills to analyze situations and make decisions associated with the management of property • literacy skills to access and interpret a variety of texts, • numeracy skills to calculate and interpret data

	• planning, organizing and scheduling skills to undertake work-related tasks such as inspecting properties • research skills to identify and locate documents and information relating to property management • risk management strategies associated with property management options • self-management skills to Organize own work, deliver quality customer service and effectively manage competing demands • Teamwork skills to work effectively in and promote communication between property management and administrative teams in an organizational environment.
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: Property Operations Coordination Level IV	
Unit Title	**Coordinate Maintenance and Repair of Properties**
Unit Code	EIS POC4 02 0512
Unit Descriptor	This unit of competency specifies the outcomes required to plan and coordinate the repair, maintenance and modification of properties. It requires the ability to plan and document work activities effectively, and checks and report the results of work performed.

Elements	Performance Criteria
1 Plan repair or maintenance operation**.**	1.1. **Repair or maintenance** requirements are reviewed and confirmed with **relevant people** according to **organizational requirements**.
	1.2. Repair or maintenance **resource** requirements are determined and arranged according to **work order** and budgetary requirements.
	1.3. Employees' **safety and security requirements** are recognized and satisfied in provision of services.
	1.4. **Communication channels** and processes are established and agreed with relevant people according to organizational requirements.
2 Coordinate repair or maintenance operation**.**	2.1 Repair or maintenance operation is monitored against work schedules to ensure completion occurs within designated timeframes.
	2.2 Factors affecting achievement of scheduled work are identified and required **variations** to schedules are negotiated and agreed with relevant people.
	2.3 Established communication channels and processes are used to ensure accurate exchange of information throughout operation.
	2.4 Situations requiring **specialist advice** are identified and assistance is sought as required according to organizational requirements.
3 Check and record completed operation**.**	3.1. Notification of completed repair or maintenance is received & checked against client and organizational requirements.
	3.2. Inspection is arranged to confirm repair or maintenance is fully operational and meets performance specifications and industry standards.
	3.3. Faults, errors or omissions are verified and prompt remedial action is determined and arranged with relevant people according to organizational requirements.
	3.4. **Business equipment and technology** are used to

	maintain relevant **documentation** according to applicable OHS, legislative and organizational requirements.

Variable	Range
Repair or maintenance	may relate to: • backups • changing user codes • confirmation of operational effectiveness • identification and replacement of worn parts • inspection, lubrication, cleaning and adjustment • Routine repairs.
Relevant people	may include: • colleagues • engineers and technicians • government personnel • installers • legal representatives • members of industry associations • property owners • supervisors • technical experts
Organizational requirements	may be outlined and reflected in: • access and equity principles and practice guidelines • business and performance plans • goals, objectives, plans, systems and processes • legal and ethical requirements and codes of practice • mission statements and strategic plans • OHS policies, procedures and programs • policies and procedures in relation to client service • quality and continuous improvement processes and standards • Quality assurance and procedure manuals.
Resources	may include: • materials • personnel • tools and equipment • training • transport
Work order information	may relate to: • completion dates • job requirements and tasks • warranties and service information • work schedules
Safety and security requirements	may be satisfied through: adherence to OHS policies & procedures for the containment of: • emergency situations, including fire, flood, bomb threats, suicide attempts or other actions likely to lead to property

	or bodily threat • potential health and safety hazards, such as physical, mechanical or chemical agents already in work environment, or brought to the environment, or created as a by-product of work done on the site
Communication channels	may include: • direct line supervision paths • lateral supervision paths • organizational communication protocols and procedures • organizational networks
Variations	may include: • alternative suppliers • changes to work schedules • work outside, or producing results outside, the terms and conditions of contract
Specialist advice	may be sought from: • emergency personnel • government officials • lawyers • members of industry associations • OHS representatives • property specialists, including architects, surveyors, valuers, planners, engineers, property managers and real estate agents
Business equipment and technology	may include: • data storage devices • email • facsimile machines • internet, extranet and intranet • photocopiers • printers and scanners • software applications, such as databases and word applications • work computers
Documentation	may include: • Costing, receipts and invoices • logs of equipment and system problems or faults • operational checks and maintenance conducted • materials used and parts and components replaced • recommendations for repairs • service and maintenance records • testing and commissioning results • warranty conditions and allowances • Work log.

Evidence Guide

Critical Aspects of Competence	A person who demonstrates competency in this unit must be able to provide evidence of: • inspecting completed work against work order and ensuring remedial action for faults, errors or omissions • monitoring maintenance and repair work ensuring effective communication exchange and identification of factors requiring variations to work schedules • knowledge of organisation's practices, ethical standards and legislative requirements associated with planning and coordinating the repair, maintenance and modification of properties • planning maintenance and repair work ensuring safety and security, and resource requirements are according to budgetary parameters • responding appropriately to requests for maintenance and repair work and maintaining adequate records and reports
Underpinning Knowledge and Attitudes	Demonstrate: • basic knowledge of property administrative requirements • common hazards to personal and public safety associated with particular types of maintenance work • limitations of work role, responsibility and professional abilities • occupancy rates and special conditions to be considered with particular services provided • OHS issues and requirements • organizational and professional procedures, ethical practices and business standards • points of contact with emergency service agencies • relevant Federal and Regional legislation and local government regulations related to: • anti-discrimination • consumer protection • environmental issues • equal employment opportunity (EEO) • financial probity • franchise and business structures • industrial relations • OHS • property management • sources of information and assistance for property assets
Underpinning Skills	Demonstrate: • communication skills to negotiate • computing skills • interpersonal skills to negotiate repair or maintenance process, relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities, and resolve conflict • literacy skills to interpret written and oral information,

	complete documentation and report findings • organizational skills to maintain assets, manage risk, plan and arrange repair or maintenance work, and schedule and meet time lines and client requirements • problem solving skills to manage repair or maintenance problems • research skills to source site and resource requirements • technical skills to schedule tasks and report outcomes
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: Property Operations Coordination Level IV	
Unit Title	**Analyze Property Information**
Unit Code	**EIS POC4 03 0512**
Unit Descriptor	This unit of competency specifies the outcomes required to collect and analyze property information. It requires the ability to obtain information from a variety of sources, review information and use research and analysis techniques to enable recommendations to be made.

Elements	Performance Criteria
1. Organize property information**.**	1.1. **Property information** requirements are identified in consultation with **relevant people** according to **organizational requirements**.
	1.2. **Sources of property information** relevant to identified requirements are accessed according to organizational and **legislative requirements**.
	1.3. Reliable methods of organizing property information are used, making efficient use of **business equipment and technology** and available time and resources.
	1.4. Appropriate **interpersonal techniques** are used to obtain additional property information according to organizational and legislative requirements.
2. Analyze property information**.**	2.1. Property information is analyzed for validity and reliability according to organizational procedures.
	2.2. Reliable and valid data **analysis** methods are applied to identify facts, issues, patterns, interrelationships & trends.
	2.3. Assumptions used in analyzes are clear, justified and consistent with evaluation objectives.
	2.4. Conclusions are supported by evidence and contribute to achievement of client and organizational objectives.
	2.5. Limitations are identified in analyzing property information and **specialist advice** is sought as required.
3. Present findings**.**	3.1. Outcomes of analysis are presented in an **appropriate format**, style and structure using clear and concise language.
	3.2. Analysis findings are reported and distributed to relevant people according to organizational requirements.
	3.3. **Feedback** on suitability and sufficiency of findings is obtained and reviewed for improved future analysis processes.
	3.4. All property information is securely maintained with due

Variable	Range
Property information	may include information relating to: • company services • construction costs • current and planned property or site developments • depreciation schedules • inventories • management policy and procedures • marketing services • occupancy rates • operating costs • purchasing information • sales information
Relevant people	may include: • colleagues • legal representatives • members of industry associations • supervisors
Organizational requirements	may be outlined and reflected in: • access and equity principles and practice guidelines • business and performance plans • complaint and dispute resolution procedures • goals, objectives, plans, systems and processes • legal and ethical requirements and codes of practice • mission statements and strategic plans • OHS policies, procedures and programs • policies and procedures in relation to client service • quality and continuous improvement processes and standards • quality assurance and procedure manuals
Sources of property information	may include: • internet, intranet and extranet • local, state and federal government documents and registers • newspapers and journals • policy statements • property reports • qualitative and quantitative data • television and radio
Legislative requirements	may be outlined and reflected in: • Ethiopian standards • codes of practice covering the market sector and industry, financial transactions, taxation, environment, construction,

regard to client confidentiality according to legislative and organizational requirements.

	land use, native title, zoning, utilities use (water, gas and electricity), and contract or common law
	• home building requirements
	• privacy requirements
	• quality assurance and certification requirements
	• relevant federal, and regional legislation that affects organizational operation, including:
	  ➢ anti-discrimination and diversity
	  ➢ environmental issues
	  ➢ industrial relations
	  ➢ OHS
	• strata, community and company titles
	• Trade practices laws and guidelines.

Business equipment and technology	may include: • computers • data storage devices • email • facsimile machines • internet, extranet and intranet • photocopiers • printers and scanners • Software applications, such as databases & word applications.
Interpersonal techniques	may relate to: • active listening • consultation methods • interpreting non-verbal and verbal messages • questioning to clarify and confirm understanding • seeking feedback • using language and concepts appropriate to cultural differences
Analysis:	may be: • explorative, descriptive, causative or predictive • quantitative and qualitative may include: • basic statistical analysis • critical analysis • mathematical calculations • problem solving
Specialist advice	may be sought from: • architects • bankers and financiers • clients • colleagues • government officials • members of industry associations • planners

	• real estate agents • solicitors • supervisor • valuers.
Appropriate format of information	may include: • alignment on page • columns • headers and footers • incorporating graphics and pictures • using a particular software application • using company logo or letterhead • using standardised forms • Using tables and charts.
Feedback	may be obtained from: • clients and colleagues • documentation and reports • quality assurance data • questionnaires • Regular meetings.

Evidence Guide	
Critical Aspects of Competence	A person who demonstrates competency in this unit must be able to provide evidence of: • identifying gaps in information and obtaining feedback • knowledge of organisation's practices, ethical standards and legislative requirements associated with collecting and analyzing property information • obtaining information from a range of sources • reviewing and preparing findings in a format suitable for presentation • using appropriate data analysis techniques • using appropriate software to sort and analyze data

Underpinning Knowledge and Attitudes	Demonstrate Knowledge of:
	• client and organizational confidentiality policies
	• internal and external sources of property information
	• methods of analysis
	• organizational policies and procedures
	• principles of effective communication
	• relevant federal and regional legislation and local government regulations related to:
	    ➢ anti-discrimination
	    ➢ consumer protection
	    ➢ environmental issues
	    ➢ equal employment opportunity (EEO)
	    ➢ financial probity
	    ➢ franchise and business structures
	    ➢ industrial relations

	➢ OHS
	• property management
	• security procedures and safe record keeping practices
	• software applications used to Organize and analyze data
	• types of data collection and management systems
Underpinning Skills	Demonstrates:
	• analytical skills to analyze and interpret information and apply basic statistical methods and techniques
	• interpersonal skills to liaise with relevant people to obtain property information and relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities
	• literacy skills to assess information for relevance and accuracy, to prepare and present information in a suitable format and to check for accuracy of 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:
	• 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: Property Operations Coordination Level IV	
Unit Title	**Plan Inventory Level**
Unit Code	**EIS POC4 04 0512**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to plan and control inventory levels for a business.

Elements	Performance Criteria
1. Forecast inventory demands.	1.1 Links between **enterprise planning**, consumption **forecasts** and stock levels are identified.
	1.2 Means are determined to forecast **demands on inventory**.
	1.3 Importance of monitoring market trends and technology changes are established as part of managing inventory demands.
	1.4 Impact of **special events** is anticipated on future inventory demands.
2. Implement inventory control systems.	2.1. The role of **inventory control systems** is identified and described in inventory management.
	2.2. Operational **performance standards or benchmarks** are established to measure and control inventory levels.
	2.3. Scheduling is managed to assist **logistics** planning and control inventory levels.
	2.4. Relationship between distribution systems and inventory control is established and managed.
	2.5. Different approaches are compared and contrasted to the management and control of inventory levels to achieve specific operational outcomes.
	2.6. Operations management approaches are adopted to achieve inventory plans, including the use of material resource planning, manufacturing requirements planning and just in time.
	2.7. Maintenance plans or processes are devised for **inventory equipment, tools and facilities**.
	2.8. **Inventory supply arrangements** are ensured meet demand.
3. Monitor and improve inventory plans.	3.1. Relationship between inventory control systems and competitive advantage is determined for the business.
	3.2. Existing ordering and inventory control tools and procedures are regularly reviewed.
	3.3. Industrial standards or performance benchmarks are improved for inventory control systems.
	3.4. Stock control & monitoring systems are reviewed and

improved.

3.5. Strategies are identified to improve inventory control systems and report to relevant personnel.

Variable	Range
Enterprise planning	may include: • marketing • strategic • business • purchasing and procurement • disposal • human resources • public relations • contingency • risk management • Environmental.
Forecasts	may be based on: • database or internet searches • modelling • telephone • fax • mail • formal discussions • Formal and informal correspondence.
Demands on inventory	may vary according to: • customer demand • seasonal cycles • environmental factors • quality demands • advances in technology
Special events	may include: • Emergency needs • tight and short periods • product launches • supplier and enterprise promotions
Inventory control systems	may include: • manual or electronic inventory tracking systems • stocktaking • monitoring stock levels • cyclical counts • minimisation of out-of-date stock • quality control
Performance standards or benchmarks	may include: • Ethiopian standards • international standards • professional standards

		• industry standards • performance indicators • quality measures and criteria • planning milestones and timeframes • design brief • manufacturer and supplier standards
Logistics		may include: • phases or stages of the supply and distribution chain • timeframes • milestones • payment schedule • targets • outputs • infrastructural resources • levels of service
Inventory equipment, tools and facilities		may include: • electronic bar coding equipment • weighing machines • thermometers • climate control • cold storage units • storage fixtures • trolley return equipment • portable data entry • cutting equipment • protective clothing
Inventory supply arrangements		may include: • delivery of products • provision of services • maintenance and support agreements • leasing agreements and consultancies • Research and development.

Evidence Guide	
Critical Aspects of Competence	Evidence of the following is essential: • maintenance of accurate and appropriate inventory levels • accurate forecasts of inventory demand • plans for inventory required to meet special events or contingencies • implementation of appropriate operations, inventory control and monitoring approaches • Ongoing review and improvement of inventory plans.
Underpinning Knowledge and Attitudes	inventory and operations management approaches including: • inventory control • systems and equipment for inventory recording and control • relationships between inventory and distribution • relationships between purchasing and inventory

	management
	• forecasting as it affects inventory
	• special events affecting specific business operations or planning cycles
	• legal, administrative and business supply requirements
	• industrial or performance standards systems used to measure and monitor inventory levels and performance
	• business policy and procedures in regard to:
	    ➢ inventory control and distribution systems
	    ➢ Work Health and Safety (WHS)

Underpinning Skills	interpersonal skills to: • report strategies to improve inventory control systems to relevant personnel through clear and direct communication • use language & concepts appropriate to cultural differences • use and interpret non-verbal communication • evaluation and analytical skills to: • project procurement trends • plan inventory levels • project demands on inventory • evaluate inventory control systems • generate reports • maintain inventory recording systems • numeracy skills to assess, analyze and record inventory figures • planning and management skills to implement inventory control procedures
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: Property Operations Coordination level IV	
Unit Title	**Arrange Valuation of Assets**
Unit Code	**EIS POC4 05 0512**
Unit Descriptor	This unit of competency specifies the outcomes required to place a value on assets. It requires the ability to assess, record, report and analyze information on assets. The unit also requires knowledge of basic accounting procedures to determine the market value of assets.

Elements	Performance Criteria
1. Research facility or asset**.**	1.1. Information on **client** facility or **asset** is gathered and organized in a format suitable for analysis and interpretation according to **organizational requirements**.
	1.2. Reliable methods of gathering information are used according to organizational requirements, making efficient use of available time and resources.
	1.3. Appropriate **interpersonal techniques** are used to access additional information from **relevant people**.
	1.4. **Source documents** are obtained and analyzed to determine status and ownership of asset according to **legislative requirements**.
2. Arrange assessment of value of asset**.**	2.1. Appropriate valuation specialists are arranged to provide advice according to organizational requirements.
	2.2. Market value of facility or asset is assessed and determined according to established instructions and organizational procedures.
	2.3. **Comparative market data** is accessed to enable a valid assessment of asset value.
	2.4. Estimation of value is clear, justified and based on assessment of all factors according to organizational procedures.
	2.5. Limitations in determining value of asset are recognized and **specialist advice** is sought as required according to organizational requirements.
3. Present information**.**	3.1. Information on value of asset is presented within specified time, budget and quality constraints according to client and organizational requirements.
	3.2. Information is prepared in the required format, style and structure using relevant **business equipment and technology**.
	3.3. **Feedback** on suitability and sufficiency of advice is obtained &, where appropriate, incorporated into advice.
	3.4. All facility or asset **information** is securely maintained with

	due regard to client confidentiality according to organizational and legislative requirements.

Variable	Range
Clients	may include: • company or business enterprises • fund managers • government agencies • insurers • internal and external property groups • legal advisers • project managers • property agents • property owners • Risk assessors.
Assets	may include: • buildings • business and marketing contracts • equipment • furniture • goodwill • land • facilities • vehicles
Organizational requirements	may include: • access and equity principles and practice guidelines • business and performance plans • complaint and dispute resolution procedures • goals, objectives, plans, systems and processes • legal and ethical requirements and codes of practice • mission statements and strategic plans • OHS policies, procedures and programs • policies and procedures in relation to client service • quality and continuous improvement processes and standards • quality assurance and procedure manuals
Interpersonal techniques	may include: • active listening • clear presentation of options • consultation methods • culturally inclusive and sensitive engagement techniques • questioning to clarify and confirm understanding • seeking feedback • two-way interaction • using language and concepts appropriate to cultural differences

	• verbal or non-verbal language
Relevant people	may include: • accountants • colleagues • legal representatives • members of industry associations • supervisors • taxation specialists • valuers.
Source documents	may include: • asset valuation statements • company asset documents and registers • comparative market data • depreciation schedules • financial documents • qualitative and quantitative data • reports and inventories • taxation records

Legislative requirements	may be outlined and reflected in:
	• Ethiopian standards, and quality assurance and certification requirements
	• award and enterprise agreements
	• consumer protection
	• freedom of information
	• home building requirements
	• privacy requirements
	• public health
	• relevant federal, and state or territory legislation that affects organizational operation, including:
	   ➢ anti-discrimination and diversity
	   ➢ environmental issues
	   ➢ industrial relations
	   ➢ OHS
	• relevant industry codes of practice
	• trade practices laws and guidelines

Comparative market data	• may include: • best practice information • national and international benchmarking • inter-organisation comparison data
Specialist advice	may be sought from: • accountants • bankers and financiers • business consultants • government officials • investment consultants

	• members of industry associations • real estate agents • solicitors • subcontractors • taxation specialists • technical experts • valuers.
Business equipment and technology	may include: • computers • data storage devices • email • facsimile machines • internet, extranet and intranet • photocopiers • printers • scanners • software applications, such as databases and word applications
Feedback	may be obtained from: • clients and colleagues • documentation and reports • quality assurance data • questionnaires • Regular meetings.
Information	may relate to: • historical data • insurance • maintenance schedules • operating environment of organisation, including financial markets, competitors, core business activities, functions and stakeholders • property, facility and asset management reports • reports and relevant documentation • useful and residual life of asset

Evidence Guide	
Critical Aspects of Competence	A person who demonstrates competency in this unit must be able to provide evidence of: • determining market value of asset using market data and established accounting procedures • knowledge of organisation's practices, ethical standards and legislative requirements associated with placing a value on facilities and assets • presenting asset valuation in a clear and comprehensive format

	• researching and analyzing asset information to clarify status and ownership of asset

Underpinning Knowledge and Attitudes	Demonstrate:
	• company record-keeping policies and procedures
	• limitations of work role, responsibility and professional abilities
	• OHS issues and requirements
	• relevant financial record-keeping standards, practices and codes
	• relevant Ethiopian standards and legislation, including Ethiopian accounting standards
	• relevant federal and state legislation and local government regulations related to:
	  ✓ anti-discrimination
	  ✓ consumer protection
	  ✓ environmental issues
	  ✓ equal employment opportunity (EEO)
	  ✓ financial probity
	  ✓ franchise and business structures
	  ✓ industrial relations
	  ✓ OHS
	  ✓ privacy
	• property sales, leasing and management
	• relevant facility or asset financial record-keeping manuals

Underpinning Skills	Demonstrate: • analysis and interpretation skills to ensure collection of valid and reliable data, assess market information and determine value of asset • computing skills to access the internet and web pages, prepare and complete online forms, lodge electronic documents and search online databases • interpersonal skills to liaise with relevant people to obtain asset information and to relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • 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: Property Operations Coordination Level IV	
Unit Title	Design and Develop Complex Text Documents
Unit Code	**EIS POC4 06 0512**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to design and develop business documents using complex technical features of word processing software.

Elements	Performance Criteria
1. Prepare to produce word processed documents	1.1. Safe work practices are used to ensure ***ergonomic***, ***work organization***, ***energy and resource conservation requirements*** are addressed
	1.2. ***Document*** purpose, audience and presentation requirements are identified, and clarified with relevant personnel as required
	1.3. ***Organizational requirements*** are identified for text-based business documents to ensure consistency of style and image
	1.4. ***Complex technical functions*** of the software are evaluated for their usefulness in fulfilling the requirements of the task
	1.5. Document requirements are matched with software functions to provide efficient production of documents
2. Design complex documents	2.1. Document ***structure and layout are designed*** to suit purpose, audience and information requirements of the task
	2.2. Document is designed to enhance readability and appearance, and to meet organizational and task requirements for style and layout
	2.3. Complex software functions are used to enable efficient manipulation of information and other material, and ***consistency of design and layout*** ensured
	2.4. Use manuals, user documentation and online help to overcome problems with document design and production
3. Add complex tables and other data	3.1. A standard table is inserted into document, changing cells to meet information requirements
	3.2. ***Rows and columns are formatted*** as required
	3.3. Images and ***other data***, ***formatting*** are inserted as required

4. Produce documents	4.1. Complex operations are used in the development of documents, to achieve required results
	4.2. Documents are previewed, adjusted and **printed** in accordance with organizational and task requirements
	4.3. **Documents are named and stored** in accordance with organizational requirements and exit the application without information loss/damage
	4.4. Documents are prepared within **designated time lines** and organizational requirements for speed and accuracy

Variable	Range
Ergonomic requirements	may include: • 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 • equipment that is reasonably adjusted to meet personal needs, in appropriate circumstances
Work organisation requirements	may include: • exercise breaks • mix of repetitive and other activities • rest periods
Energy and resource conservation requirements	may include: • double-sided paper use • recycling used and shredded paper • re-using paper for rough drafts (observing confidentiality requirements) • using power-save options for equipment
Complex documents	may include: • call outs • captions • concordance files • different odd and even pages • document protection • drawing • forms with fields • hyperlinks • linked and/or embedded objects • long documents • mail merge data documents

	• master documents • MS WordArt • multiple headers and footers • multiple sections • multiple users • primary mail merge documents • subdocuments • templates
Organizational requirements	may include: • company colour scheme • company logo • consistent corporate image • content restrictions • established guidelines and procedures for document production • house styles • observing copyright legislation • organisation name, time, date, document title, filename, etc. in header/footer • templates
Complex technical functions	may include: • alignment • data transfer • display features • embedding • exporting • fields • form fields • formulae • importing • index • linking • macros • merge criteria • page and section breaks • sort criteria • style sheets • table of contents • templates
Design choices	may include: • balance • diversity • relative positioning of graphics and headings • simplicity • text flow • typography
Structure and	may include:

layout	• boxes • colour • columns • drawing • graphics • headings • letter and memo conventions • page layout • photographs • typeface • white space
Consistency of design and layout	may include: • annotated references • borders • bullet/number lists • captions • consistency with other business documents • footnotes/endnotes • indentations • page numbers • spacing • typeface styles and point size
Formatting rows and column	may include: • auto distribute • fills/shading • lines and borders • merge cells • sorting contents • split cell • text direction
Other data	• may include: • clip art • data from other software applications • digital photographs • files • graphics • quotes • references • scanned photographs and logos • tables, graphs and charts
Formatting of other data	may include: • colour • cropping • layout • position in relation to other text • size
Printing	may include:

	• print merge • print to file • to fit specific number of pages • with comments • with drawing objects • with field codes • with hidden text
Naming and storing documents	may include: • authorised 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 • storage in folders/sub-folders • storage on hard/floppy disk drives, CD-ROM, tape back-up
Designated time lines	may include: • time line agreed with internal/external client • time line agreed with supervisor/person requiring spreadsheet • organizational time line e.g. deadline requirements

Evidence Guide	
Critical Aspects of Competency	Evidence of the following is essential: • production of text documents using advanced software functions • Application of document design principles.
Underpinning Knowledge and Attitudes	• formatting styles and their effect on formatting, readability and appearance of documents • organizational requirements for ergonomics, work periods and breaks, and conservation techniques • Organizational style guide.
Underpinning Skills	• communication skills to clarify requirements of documents • keyboarding skills to enter text and numerical data • literacy skills to edit and proofread documents, creating documents with a complex, organised structure of linked paragraphs which use simple and complex syntactic structure • numeracy skills to collate and present data, graphs and annotated references problem-solving skills to use processes flexibly and interchangeably
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.
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: Property Operations Coordination Level IV	
Unit Title	**Monitor a Safe Workplace**
Unit Code	**EIS POC4 07 0512**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to implement and monitor the organisation's occupational health and safety (OHS) policies, procedures and programs in the relevant work area to meet legislative requirements.

Elements	Performance Criteria
1. Provide information to the workgroup about OHS policies and procedures	1.1. Relevant provisions of **OHS legislation and codes of practice** are accurately explained to the workgroup
	1.2. Information is provided to the workgroup on the **organization's OHS policies**, **procedures & programs**, ensuring it is readily accessible by the workgroup
	1.3. Information about **identified hazards and the outcomes of risk assessment** and control to the workgroup are regularly provided and clearly explained
2. Implement and monitor participative arrangements for the management of OHS	2.1. The importance of effective consultative mechanisms is explained in managing health and safety risks
	2.2. Consultative procedures are implemented and monitored to facilitate participation of workgroup in management of work area hazards
	2.3. Issues raised is promptly dealt through consultation, in accordance with **organizational consultation procedures**
	2.4. The workgroup the outcomes of consultation is promptly recorded and communicated over OHS issues
3. Implement and monitor the organization's procedures for providing OHS training	3.1. OHS training needs are systematically identified in line with organizational requirements
	3.2. Arrangements are made to meet OHS training needs of team members in consultation with relevant individuals
	3.3. Workplace learning opportunities, and coaching and mentoring assistance are provided to facilitate team and individual achievement of identified training needs
	3.4. Management the costs associated is identified and reported with providing training for work team, for inclusion in financial plans
4. Implement and monitor procedures for identifying hazards and assessing risks	4.1. Hazards are identified and reported in work area in accordance with OHS policies and procedures
	4.2. Team member hazard reports are promptly done in accordance with organizational procedures
5. Implement and monitor	5.1. **Procedures to control risks** are implemented using the

	hierarchy of controls and organizational requirements
organization's procedures for controlling risks	5.2. Inadequacies are identified and reported in existing risk control measures in accordance with the hierarchy of controls
	5.3. Outcomes of reported inadequacies are monitored where appropriate, to ensure a prompt organizational response
6. Implement and monitor organization's procedures for maintaining OHS records for the team	6.1. **OHS records** of incidents of occupational injury and disease in work area are accurately completed and maintained in accordance with OHS legal requirements
	6.2. Aggregate information and data are used from work area records to identify hazards and monitor risk control procedures in work area

Variable	Range
OHS legislation and codes of practice	may include: • common law duties to meet the general duty of care requirements • health and safety representatives and health and safety committees • prompt resolution of health and safety issues • provision of information, induction and training • regulations and approved codes of practice relating to hazards present in work area • relevant state/territory legislation • requirements for the maintenance and confidentiality of records of occupational injury and disease
Organisation's OHS policies, procedures and programs	may include: • consultative arrangements for employees in work area • dangerous goods transport and storage • emergency and evacuation procedures • first aid provision/medical practitioner contact and attention • hazard reporting procedures • hazardous substances use and storage • incident (accident) investigation • OHS arrangements for onsite contractors, visitors and members of public • OHS audits and safety inspections • plant and equipment maintenance and use • procedures for hazard identification • procedures for risk assessment, selection and implementation of risk control measures • purchasing policy and procedures • safe operating procedures/instructions • site access • use and care of personal protective equipment

Identified hazards and the outcomes of risk assessment	may include: • checking equipment before and during work • consulting work team members • daily informal employee consultation and regular formal employee meetings • housekeeping • OHS audits and review of audit reports • review of health and safety records including hazard reports, hazardous substances and dangerous goods registers, injury records • workplace inspections in area of responsibility
Organizational consultation procedures	may include: • attendance of health and safety representatives at management and OHS planning meetings • counselling/disciplinary processes • early response to employee suggestions, requests, reports and concerns put forward to management • election of health and safety representatives in accordance with legislative requirements • formal and informal meetings • health and safety committees • other committees, for example, planning and purchasing
Procedures to control risks	may include: • consultation with employees and their representatives • job/process/workplace re-design e.g. introduce mechanical handling equipment, re-arrange material flow/timing/scheduling, raise/lower work platforms • removing the cause of a risk at its source (eliminating the hazard) e.g. removing stored goods permanently from emergency exit passageways • selecting control measures in accordance with the hierarchy i.e. work through hierarchy from most effective to least effective control
OHS records	may include: • audit and inspection reports • consultation e.g. meetings of health & safety committees, workgroup meeting agendas including OHS items and actions • first aid/medical post records • hazardous substances registers • induction, instruction and training • manufacturer's and supplier's information including dangerous goods storage lists • plant and equipment maintenance and testing reports • workers compensation and rehabilitation records • workplace environmental monitoring records

Evidence Guide

Critical Aspects of Competence	Evidence of the following is essential: • applying organizational management systems and procedures to OHS within workgroup area • applying procedures for assessing and controlling risks to health and safety associated with those hazards, in accordance with the hierarchy of controls • providing specific, clear and accurate information and advice on workplace hazards to workgroup • knowledge of legal responsibilities of employers, supervisors and employees in the workplace

Underpinning Knowledge and Attitude	• key provisions of relevant legislation from all levels of government that may affect aspects of business operations, such as:
	  ➢ anti-discrimination legislation
	  ➢ ethical principles
	  ➢ codes of practice
	  ➢ privacy laws
	  ➢ environmental issues
	  ➢ OHS
	• legal responsibilities of employers, supervisors and employees in the workplace
	• hazards and associated risks which exist in the workplace
	• organizational policies and procedures relating to hazard management, fire, emergency, evacuation, incident (accident) investigating and reporting
	• Relevance of consultation as a key mechanism for improving workplace culture.

Underpinning Skills	• analytical skills to identify hazards, to assess risks in the work area and to review data relating to monitoring and evaluating incidents (accidents), environmental issues and the effectiveness of risk control measures • literacy skills to comprehend documentation and to interpret OHS requirements • coaching and mentoring skills to provide support to colleagues
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: Purchasing Operations Coordination Level IV	
Unit Title	**Identify Risk and Apply Risk Management Processes**
Unit Code	EIS POC4 08 0512
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to identify risks and to apply established risk management processes to a subset of an organisation or project's operations that are within the person's own work responsibilities and area of operation.

Elements	Performance Criteria
1. Identify risks	1.1. The **context** is identified for risk management
	1.2. **Risks** are identified using **tools**, ensuring all reasonable steps have been taken to identify all risks
	1.3. Identified risks are documented in accordance with relevant policies, procedures and legislation
2. Analyze and evaluate risks	2.1. Risks are analyzed and documented in consultation with relevant **stakeholders**
	2.2. **Risk categorization** is undertaken & **level of risk** determined
	2.3. Analysis processes and outcomes are documented
3. Treat risks	3.1. Appropriate **control measures** are determined for risks and strengths and weaknesses assessed
	3.2. Control measures are identified for all risks
	3.3. Risks relevant to whole of organization or having an impact beyond own work responsibilities and area of operation are referred to others as per established policies and procedures
	3.4. Control measures are chosen and implemented for own area of operation and/or responsibilities
	3.5. Treatment plans are prepared and implemented
4. Monitor and review effectiveness of risk treatment/s	4.1. Implemented treatment/s is are regularly reviewed against **measures of success**
	4.2. Review results are used to improve the treatment of risks
	4.3. Assistance is provided to auditing risk in own area of operation
	4.4. Management of risk is monitored and reviewed in own area of operation

Variable	Range
Context	may include: • any related projects or organisations • any resources, including physical assets, which are vital to operations

	• key operational elements and service of the organisation • organisation or project, how it is organised and its capabilities • own role and responsibilities in relation to overall project or organisation design
Risks	may include: • commercial and legal relationships • economic circumstances and scenarios • human behaviour • individual activities • management activities and controls • natural events • political circumstances • positive risk • technology - technological issues
Tools	may include: • documentation to assist in process of identifying risk, and assessing impact and likelihood of occurrence • standard instruments developed for the organisation and contextualised for sections of the workplace's operations, such as checklists and testing procedures • tools to prioritise risks, including where relevant, numerical scoring systems for risks
Stakeholders	may include: • contractors • employees • financial managers • insurance agents • managers • public • service providers • suppliers • unions • volunteers

Risk categorisation	may include:
	• likelihood of risks:
	  ➢ almost certain
	  ➢ likely
	  ➢ possible
	  ➢ unlikely
	  ➢ rare
	• consequences of risks:
	  ➢ insignificant
	  ➢ minor
	  ➢ moderate
	  ➢ major
	  ➢ catastrophic
	  ➢ current control measures

Level of risk	may include: • low, treated with routine procedures • moderate, with specific responsibility allocated for the risk,

	and monitoring and response procedures implemented
	• high, requiring action, as it has potential to be damaging to the organisation or project
	• extreme, requiring immediate action, as it has potential to be devastating to the organisation or project
Control measures	may include:
	• hierarchy of controls:
	➢ reduction in likelihood of risks
	➢ reduction of consequences of risks
	➢ retention of risks
	➢ risk aversion
	➢ transfer of responsibility of risks
Measures of success	may include:
	• costs
	• reductions in impact
	• reductions in likelihood
	• reductions in occurrence

Evidence Guide	
Critical Aspects of Competence	Evidence of the following is essential:
	• identification, analysis and evaluation of risks
	• demonstrated understanding of personal role in relation to wider organizational or project context
	• demonstrated understanding of risk management processes and procedures
Underpinning Knowledge and Attitudes	• Ethiopian and international standards for risk management
	• key provisions of relevant legislation from all levels of government that may affect aspects of business operations, such as:
	➢ anti-discrimination legislation
	➢ ethical principles
	➢ codes of practice
	➢ privacy laws
	➢ environmental issues
	➢ occupational health and safety
	• organizational policies and procedures relating to risk management processes and strategies
	• Auditing requirements relating to risk management.
Underpinning Skills	• literacy skills sufficient to read and understand a variety of texts; and to write, edit and proofread documents to ensure clarity of meaning, accuracy and consistency of information
	• research & data collection skills to monitor & evaluate risks
	• Problem-solving skills to appropriately address identified risks.
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: Property Operations Coordination Level IV	
Unit Title	**Plan and Organize Work**
Unit Code	**EIS POC4 09 0512**
Unit Descriptor	This unit covers the knowledge, skills and attitude required in planning and organizing work activities in a production application. It may be applied to a small independent operation or to a section of a large organization.

Elements	Performance Criteria
1. Set objectives	1.1 **Objectives** are planned consistent with and linked to work activities in accordance with organizational aims.
	1.2 Objectives are stated as measurable targets with clear time frames.
	1.3 Support and commitment of team members are reflected in the objectives.
	1.4 Realistic and attainable objectives are identified.
2. Plan and schedule work activities	2.1 Tasks/work activities to be completed are identified and prioritized as directed.
	2.2 Tasks/work activities are broken down into steps in accordance with set time frames and achievable components.
	2.3 Task/work activities are assigned to appropriate team or individuals in accordance with agreed functions.
	2.4 **Resources** are allocated as per requirements of the activity.
	2.5 **Schedule of work activities** is coordinated with personnel concerned.
3. Implement work plans	3.1 **Work methods and practices** are identified in consultation with personnel concerned.
	3.2 **Work plans** are implemented in accordance with set time frames, resources and **standards.**
4. Monitor work activities	4.1 Work activities are monitored and compared with set objectives.
	4.2 Work performance is monitored.
	4.3 Deviations from work activities are reported and recommendations are coordinated with appropriate personnel and in accordance with set standards.
	4.4 Reporting requirements are complied with in accordance with recommended format.
	4.5 Timeliness of report is observed.
	4.6 Files are established and maintained in accordance with standard operating procedures.

5. Review and evaluate work plans and activities	5.1 Work plans, strategies and implementation are reviewed based on accurate, relevant and current information.
	5.2 Review is done based on comprehensive consultation with appropriate personnel on outcomes of work plans and reliable feedback.
	5.3 Results of review are provided to concerned parties and formed as the basis for adjustments/simplifications to be made to policies, processes and activities.
	5.4 Performance appraisal is conducted in accordance with organization rules and regulations.
	5.5 Performance appraisal report is prepared and documented regularly as per organization requirements.
	5.6 Recommendations are prepared and presented to **appropriate personnel/authorities**.
	5.7 **Feedback mechanisms** are implemented in line with organization policies.

Variable	Range
Objectives	May include but not limited to: • Specific • General
Resources	May include but not limited to: • Personnel • Equipment and technology • Services • Supplies and materials • Sources for accessing specialist advice • Budget
Schedule of work activities	May include but not limited to: • Daily • Work-based • Contractual Regular
Work methods and practices	May include but not limited to: • Legislated regulations and codes of practice • Industry regulations and codes of practice • Occupational health and safety practices
Work plans	May include but not limited to: • Daily work plans • Project plans • Program plans • Resource plans • Skills development plans • Management strategies and objectives
Standards	May include but not limited to: • Performance targets

	• Performance management and evaluation systems
	• Occupational standards
	• Employment contracts
	• Client contracts
	• Discipline procedures
	• Workplace assessment guidelines
	• Internal quality assurance
	• Internal and external accountability and auditing requirements
	• Training Regulation Standards
	• Safety Standards
Appropriate personnel/ authorities	May include but not limited to: • Appropriate personnel include: • Management • Line Staff
Feedback mechanisms	May include but not limited to: • Verbal feedback • Informal feedback • Formal feedback • Questionnaire • Survey • Group discussion

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • set objectives • planned and scheduled work activities • implemented work plans • monitored work activities • reviewed and evaluated work plans and activities
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • organization's strategic plan, policies rules and regulations, laws and objectives for work unit activities and priorities • organizations policies, strategic plans, guidelines related to the role of the work unit • team work and consultation strategies
Underpinning Skills	Demonstrates skill to: • plan • lead • organize • coordinate • communicate • inter-and intra-person/motivation skills • present

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: • 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: Property Operations Coordination Level IV	
Unit Title	**Migrate to New Technology**
Unit Code	**EIS POC4 10 0512**
Unit Descriptor	This unit defines the competence required to apply skills and knowledge in using new or upgraded technology. The rationale behind this unit emphasizes the importance of constantly reviewing work processes, skills and techniques in order to ensure that the quality of the entire business process is maintained at the highest level possible through the appropriate application of new technology. To this end, the person is typically engaged in on-going review and research in order to discover and apply new technology or techniques to improve aspects of the organization's activities.

Elements	Performance Criteria
1. Apply existing knowledge and techniques to technology and transfer	1.1 Situations are identified where existing knowledge can be used as the basis for developing new skills.
	1.2 New or upgraded technology skills are acquired and used to enhance learning.
	1.3 New or upgraded equipment are identified, classified and used where appropriate, for the benefit of the organization.
2. Apply functions of technology to assist in solving organizational problems	2.1 Testing of new or upgraded equipment is conducted according to the specification manual.
	2.2 Features of new or upgraded equipment are applied within the organization
	2.3 Features and functions of new or upgraded equipment are used for solving organizational problems
	2.4 Sources of information relating to new or upgraded equipment are accessed and used
3. Evaluate new or upgraded technology performance	3.1 New or upgraded equipment is evaluated for performance, usability and against OHS standards**.**
	3.2 ***Environmental considerations*** are determined from new or upgraded equipment.
	3.3 ***Feedback*** is sought from users where appropriate.

Variables	Range
Environmental Considerations	May include but is not limited to: • recycling, safe disposal of packaging (e.g. cardboard, polystyrene, paper, plastic) and correct disposal of waste materials by an authorized body

Feedback	May include but is not limited to:
	• surveys,
	• questionnaires,
	• interviews and meetings

Evidence Guide	
Critical Aspects of Competence	Competence must confirm the ability to transfer the application of existing skills and knowledge to new technology
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: • Broad awareness of current technology trends and directions in the industry (e.g. systems/procedures, services, new developments, new protocols) • Knowledge of vendor product directions • Ability to locate appropriate sources of information regarding metal manufacturing and new technologies • Current industry products/services, procedures and techniques with knowledge of general features • Information gathering techniques
Underpinning Skills	Demonstrate skills of: • Research skills for identifying broad features of new technologies • Ability to assist in the decision making process • Literacy skills in regard to interpretation of technical manuals • Ability to solve known problems in a variety of situations and locations • Evaluate and apply new technology to assist in solving organizational problems • General analytical skills in relation to known problems
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: Property Operations Coordination Level IV	
Unit Title	**Establish Quality Standards**
Unit Code	**EIS POC4 11 0512**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to establish quality specifications for work outcomes and work performance. It includes monitoring and participation in maintaining and improving quality, identifying critical control points in the production of quality output and assisting in planning and implementing of quality assurance procedures.

Elements	**Performance Criteria**	
1. Establish quality specifications for product	1.1	Market specifications are **sourced** and **legislated requirements** identified.
	1.2	Quality specifications are developed and agreed upon
	1.3	Quality specifications are documented and introduced to organization staff / personnel in accordance with the organization policy
	1.4	Quality specifications are updated when necessary
2. Identify hazards and critical control points	2.1.	Critical control points impacting on quality are identified.
	2.2.	Degree of risk for each hazard is determined.
	2.3.	Necessary documentation is accomplished in accordance with organization quality procedures
3. Assist in planning of quality assurance procedures	3.1	Procedures for each identified control point are developed to ensure optimum quality.
	3.2	Hazards and risks are minimized through application of appropriate controls.
	3.3	Processes are developed to monitor the effectiveness of quality assurance procedures.
4. Implement quality assurance procedures	4.1	Responsibilities for carrying out procedures are allocated to staff and contractors.
	4.2	Instructions are prepared in accordance with the enterprise's quality assurance program.
	4.3	Staff and contractors are given induction training on the quality assurance policy.
	4.4	Staff and contractors are given in-service training relevant to their allocated **safety procedures**.
5. Monitor quality of work outcome	5.1	Quality requirements are identified
	5.2	Inputs are inspected to confirm capability to meet quality requirements

	5.3	Work is conducted to produce required outcomes
	5.4	Work processes are monitored to confirm quality of output and/or service
	5.5	Processes are adjusted to maintain outputs within specification.
6. Participate in maintaining and improving quality at work	6.1	Work area, materials, processes and product are routinely monitored to ensure compliance with quality requirements
	6.2	Non-conformance in inputs, process, product and/or service is identified and reported according to workplace reporting requirements
	6.3	Corrective action is taken within level of responsibility, to maintain quality standards
	6.4	Quality issues are raised with designated personnel
7. Report problems that affect quality	7.1	Potential or existing quality problems are recognized.
	7.2	Instances of variation in quality are identified from specifications or work instructions.
	7.3	Variation and potential problems are reported to supervisor/manager according to enterprise guidelines.

Variable	Range
Sourced	May include but is not limited to: • End-users • Customers or stakeholders
Legislated requirements	May include but is not limited to: • Verification of product quality as part of consumer legislation or specific legislation related to product content or composition.
Safety procedures.	May include but is not limited to: • Use of tools and equipment for fabrication/production/ manufacturing works • Workplace environment and handling of material safety, • Following occupational health and safety procedures designated for the task • Respect the policies, regulations, legislations, rule and procedures for manufacturing/production/fabrication works

Evidence Guide	
Critical Aspect of Competence	Demonstrates skills and knowledge in: • Monitored quality of work • Established quality specifications for product • Participated in maintaining and improving quality at work • Identified hazards and critical control points in the production of quality product • Assisted in planning of quality assurance procedures • Reported problems that affect quality • Implemented quality assurance procedures
Underpinning Knowledge	Demonstrates knowledge of: • work and product quality specifications • quality policies and procedures • improving quality at work • hazards and critical points of operation • obtaining and using information • applying federal and regional legislation within day-today work activities • accessing and using management systems to keep and maintain accurate records • requirements for correct preparation and operation • technical writing
Underpinning Skills	Demonstrates skills to: • monitor quality of work • establish quality specifications for product • participate in maintaining and improving quality at work • identify hazards and critical control points in the production of quality product • assist in planning of quality assurance procedures • report problems that affect quality • implement quality assurance 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: • Interview / Written Test • Observation / Demonstration
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Property Operations Coordination Level IV	
Unit Title	**Develop Individuals and Team**
Unit Code	**EIS POC4 12 0512**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to determine individual and team development needs and facilitate the development of the workgroup.

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

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

Variable	Range
Learning and development needs	May include but is not limited to: • Coaching, monitoring and/or supervision • Formal/informal learning program • Internal/external training provision • Work experience/exchange/opportunities • Personal study • Career planning/development • Performance evaluation • Workplace skills assessment • Recognition of prior learning
Organizational requirements	May include but is not limited to: • 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	May include but is not limited to: • Formal/informal performance evaluation • 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	May include but is not limited to: • On the job coaching or monitoring • Problem solving

	• Presentation/demonstration
	• Formal course participation
	• Work experience and involvement in professional networks
	• Conference and seminar attendance

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • identified and implemented learning opportunities for others • gave and received feedback constructively • facilitated participation of individuals in the work of the team • negotiated 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: • coaching and monitoring 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 to obtain 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: • read and understand a variety of texts, preparing general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management • communicate including receiving feedback and reporting, maintaining effective relationships and conflict management • plan and organize required resources and equipment to meet learning needs • coach and mentor skills to provide support to colleagues • report to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes • facilitate and conduct small group training sessions • relate to people from a range of social, cultural, physical and mental backgrounds
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: • 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: Property Operations Coordination Level IV	
Unit Title	**Utilize Specialized Communication Skills**
Unit Code	**EIS POC4 13 0512**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to use specialized communication skills to meet specific needs of internal and external clients, conduct interviews, facilitate group discussions, and contribute to the development of communication strategies.

Elements	Performance Criteria
1. Meet common and specific communication needs of clients and colleagues	1.1 Specific communication needs of clients and colleagues are identified and met 1.2 Different approaches are used to meet communication needs of clients and colleagues 1.3 Conflict is addressed promptly and in a timely way and in a manner which does not compromise the standing of the organization
2. Contribute to the development of communication strategies	2.1 **Strategies** for internal and external dissemination of information are developed, promoted, implemented and reviewed as required 2.2 Channels of communication are established and reviewed regularly 2.3 Coaching in effective communication is provided 2.4 Work related network and relationship are maintained as necessary 2.5 Negotiation and conflict resolution strategies are used where required 2.6 Communication with clients and colleagues is appropriate to individual needs and organizational objectives
3. Represent the organization	3.1 When participating in internal or external fora, presentation is relevant, appropriately researched and presented in a manner to promote the organization 3.2 Presentation is made clear and sequential and delivered within a predetermined time 3.3 Appropriate media is utilized to enhance presentation 3.4 Differences in views are respected 3.5 Written communication is made consistent with organizational standards 3.6 Inquiries are responded in a manner consistent with organizational standard

4. Facilitate group discussion	4.1	Mechanisms which enhance **effective group interaction** are defined and implemented
	4.2	Strategies which encourage all group members to participate are used routinely
	4.3	Objectives and agenda are routinely set and followed for meetings and discussions
	4.4	Relevant information are provided to group to facilitate outcomes
	4.5	Evaluation of group communication strategies is undertaken to promote participation of all parties
	4.6	Specific communication needs of individuals are identified and addressed
5. Conduct interview	5.1	A range of appropriate communication strategies are employed in **interview situations**
	5.2	Different **types of interview** is conducted in accordance with the organizational procedures
	5.3	Records of interviews are made and maintained in accordance with organizational procedures
	5.4	Effective questioning, listening and nonverbal communication techniques are used to ensure that required message is communicated

Variable	Range
Strategies	May include but is not limited to: • Recognizing own limitations • Utilizing techniques and aids • Providing written drafts • Verbal and non verbal communication
Effective group interaction	May include but is not limited to: • Identifying and evaluating what is occurring within an interaction in a non-judgmental way • Using active listening • Making decision about appropriate words, behavior • Putting together response which is culturally appropriate • Expressing an individual perspective • Expressing own philosophy, ideology and background and exploring impact with relevance to communication
Interview situations	May include but is not limited to: • Establish rapport • obtain facts and information • Facilitate resolution of issues • Develop action plans • Diffuse potentially difficult situation
Types of Interview	May include but is not limited to: • Related to staff issues

	• Routine • Confidential • Evidential • Non-disclosure • Disclosure

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • Demonstrated effective communication skills with clients and work colleagues accessing service • Adopted relevant communication techniques and strategies to meet client particular needs and difficulties
Underpinning Knowledge and Values	Demonstrates knowledge of: • communication process • dynamics of groups and different styles of group leadership • communication skills relevant to client groups

Underpinning Skills	Demonstrates skills to:
	• full range of communication techniques including:
	   ➢ active listening
	   ➢ feedback
	   ➢ interpretation
	   ➢ role boundaries setting
	   ➢ negotiation
	   ➢ establishing empathy
	   ➢ communication strategies
	• communicate to fulfill job roles as specified by the organization

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: • 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: Property Operations Coordination Level IV	
Unit Title	**Manage and Maintain Small/Medium Business Operations**
Unit Code	**EIS POC4 14 0512**
Unit Descriptor	This unit covers the operation of day-to-day business activities in a micro or small business. The strategies involve developing, monitoring and managing work activities and financial information, developing effective work habits, and adjusting work schedules as needed.

Elements	Performance Criteria
1. Identify daily work requirements	1.1 Work requirements are identified for a given time period by taking into consideration **resources** and constraints
	1.2 Work activities are prioritized based on business needs, requirements and deadlines
	1.3 If appropriate, work is allocated to relevant staff or contractors to optimize efficiency
2. Monitor and manage work	2.1 People, resources and/or equipment are coordinated to provide optimum results
	2.2 Staff, clients and/or contractors are communicated within a clear and regular manner, to monitor work in relation to **business goals** or timelines
	2.3 **Problem solving techniques** are applied to work situations to overcome difficulties and achieve positive outcomes
3. Develop effective work habits	3.1 Work and personal priorities are identified and a balance is achieved between competing priorities using appropriate **time management strategies**
	3.2 Input from **internal and external sources** is sought and used to develop and refine new ideas and approaches
	3.3 Business or inquiries is/are responded to promptly and effectively
	3.4 Information is presented in a format appropriate to the industry and audience
4. Interpret financial information	4.1 Relevant documents and reports are identified
	4.2 Documents and reports are read and understood and any implications discussed with appropriate persons
	4.3 Data and numerical calculations are analyzed, checked, evaluated, organized and reconciled
	4.4 Daily financial records and cash flow are maintained correctly and in accordance with legal and accounting requirements

	4.5	Invoices and payments are prepared and distributed in a timely manner and in accordance with legal requirements
	4.6	Outstanding accounts are collected or followed-up on
5. Evaluate work performance	5.1	Opportunities for improvements are monitored according to business demands
	5.2	Work schedules are adjusted to incorporate necessary modifications to existing work and routines or changing needs and requirements
	5.3	Proposed changes are clearly communicated and recorded to aid in future planning and evaluation
	5.4	Relevant codes of practice are used to guide an ethical approach to workplace practices and decisions

Variable	Range
Resources	May include but is not limited to: • staff • money • time • equipment • space
Business goals	May include but is not limited to: • sales targets • budgetary targets • team and individual goals • production targets • reporting deadlines
Problem solving techniques	May include but is not limited to: • gaining additional research and information to make better informed decisions • looking for patterns • considering related problems or those from the past and how they were handled • eliminating possibilities • identifying and attempting sub-tasks • collaborating and asking for advice or help from additional sources
Time management strategies	May include but is not limited to: • prioritizing and anticipating • short term and long term planning and scheduling • creating a positive and organized work environment • clear timelines and goal setting that is regularly reviewed and adjusted as necessary • breaking large tasks into smaller tasks • getting additional support if identified and necessary
Internal and external sources	May include but is not limited to: • staff and colleagues

	• management, supervisors, advisors or head office • relevant professionals such as lawyers, accountants, management consultants • professional associations

Evidence Guide	
Critical Aspects of Competence	A person must be able to demonstrate: • ability to identify daily work requirements and allocate work appropriately • ability to interpret financial documents in accordance with legal requirements
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: • Federal and Local Government legislative requirements affecting business operations, especially in regard to occupational health and safety (OHS), equal employment opportunity, industrial relations and anti-discrimination • technical or specialist skills relevant to the business operation • relevant industry code of practice • planning techniques to establish realistic timelines and priorities • identification of relevant performance measures • quality assurance principles and methods • relevant marketing, management, sales and financial concepts • methods for monitoring performance and implementing improvements • structured approaches to problem solving, idea management and time management
Underpinning Skills	Demonstrate skills to: • interpret legal requirements, company policies and procedures and immediate, day-to-day demands • communicate using questioning, clarifying, reporting, and giving and receiving constructive feedback • numeracy skills for performance information, setting targets and interpreting financial documents and reports • technical and analytical skills to interpret business document, reports and financial statements and projections • relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities • solve problem and develop contingency plans • using computers and software packages to record and manage data and to produce reports • evaluate using assessment work and outcomes • observe for identifying appropriate people, resources and to monitor work
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: • 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: Property Operations Coordination Level IV	
Unit Title	**Manage Continuous Improvement System**
Unit Code	**EIS POC4 15 0512**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted and rewarded.

Elements	**Performance Criteria**	
1. Review programs, systems and processes	1.1	Strategies are established to monitor and evaluate performance of key systems and processes
	1.2	Detailed analyses of **supply chains**, operational and product/service delivery systems is undertaken
	1.3	Performance measures, and assessment tools and techniques are identified, and their effectiveness is evaluated
	1.4	**Performance reports** and variance are analyzed from plans for all key result areas of the organization
	1.5	Changing trends and opportunities relevant to the organization are identified and analyzed
	1.6	Advice is sought from specialists, where appropriate, to identify technology and electronic commerce opportunities
2. Develop options for continuous improvement	2.1	Groups are briefed on performance improvement strategies and innovation as an essential element of competition
	2.2	Creative climate and organizational learning are fostered through the promotion of interaction within and between work groups
	2.3	New ideas and entrepreneurial behavior are encouraged, tested and recognized where successful
	2.4	Failure of an idea is accepted during trialing, and success are recognized, celebrated and embedded into systems
	2.5	Risk management and cost benefit analyses are undertaken for each option/idea approved for trial
	2.6	Innovations are approved through agreed organizational processes
3. Implement innovative processes	3.1	**Sustainability/continuous improvement** is promoted as an essential part of doing business

	3.2 Impact of change and consequences are addressed for people, and transition plans are implemented
	3.3 Objectives, timeframes, measures and communication plans are ensured in place to manage implementation
	3.4 Contingency plans are implemented in the event of non-performance
	3.5 Failure is followed-up by prompt investigation and analysis of causes
	3.6 Emerging challenges and opportunities are managed effectively
	3.7 Continuous improvement systems and processes are evaluated regularly
	3.8 Costs and benefits of innovations and improvements are communicated to all relevant groups and individuals

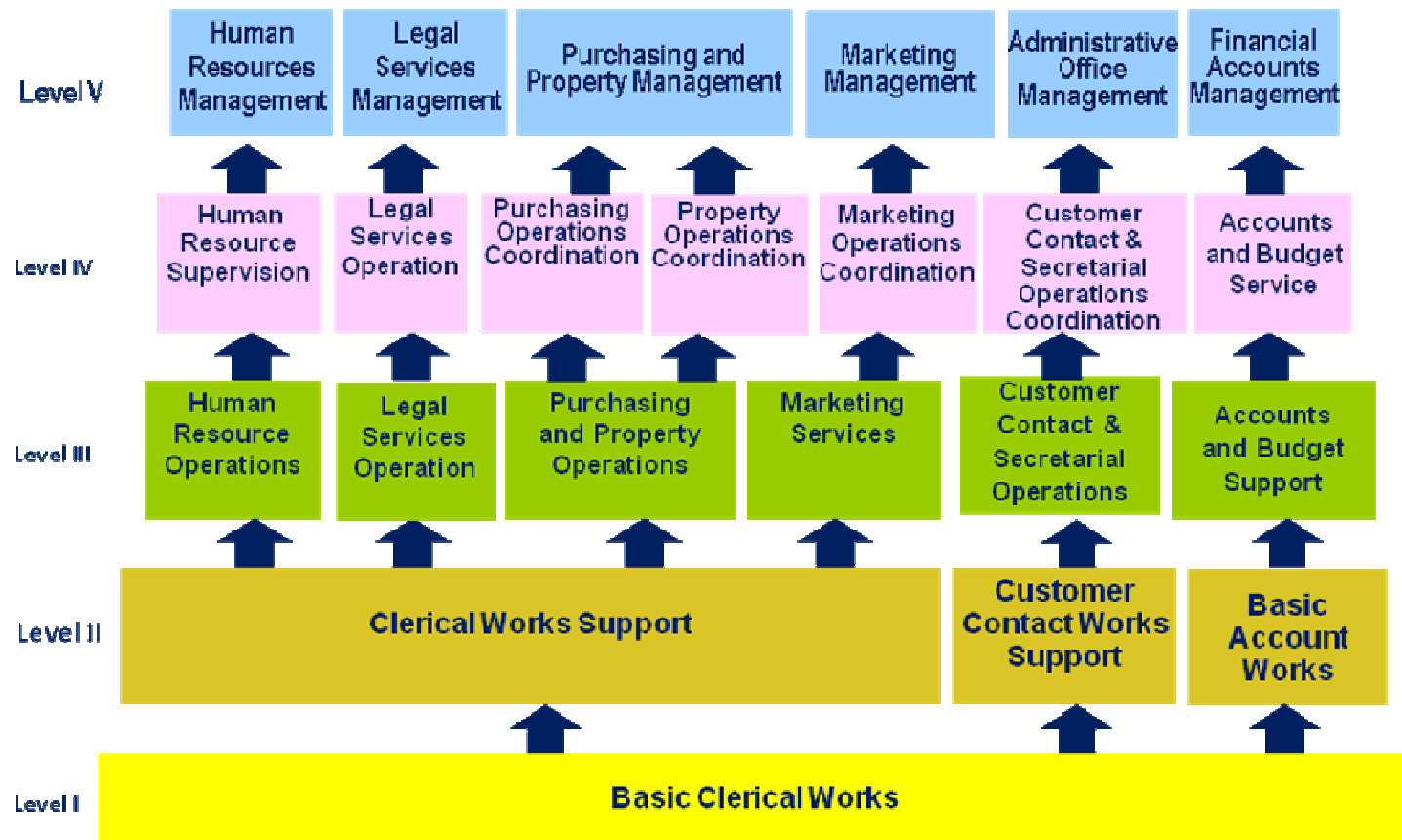| Variable	Range
Supply chains	May include but is not limited to: • network of facilities that procures raw materials, transforms them into intermediate products or services and then finished goods or service, and delivers them through a distribution system • procurement, production and distribution, viewed as interlinked not as discrete elements
Performance reports	May include but is not limited to: • budget or cost variance • customer service • environmental • financial • OHS • quality • other operating parameters
Sustainability/continuous improvement	May include but is not limited to: • addressing environmental and resource sustainability initiatives, such as environmental management systems, action plans, green office programs, surveys and audits • applying the waste management hierarchy in the workplace • complying with regulations and corporate social responsibility considerations for sustainability to enhance the organization's standing in business and community environments • determining organization's most appropriate waste treatment, including waste to landfill, recycling, re-use, recoverable resources and wastewater treatment

	• implementing ecological footprint • implementing environmental management systems, e.g. ISO 14001:1996 Environmental management systems life cycle analyses • implementing government initiatives, • improving resource and energy efficiency • initiating and maintaining appropriate organizational procedures for operational energy consumption • introducing a green office program - a cultural change program • introducing green purchasing • introducing national and international reporting initiatives, • introducing product stewardship • reducing emissions of greenhouse gases • reducing use of non-renewable resources • referencing standards, guidelines and approaches, such as sustainability covenants and compacts or triple bottom line reporting • supporting sustainable supply chain

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • demonstration of consultation processes to introduce or evaluate an existing continuous improvement process or system, including suggested actions or an action plan • generation of an idea or concept which exhibits creative thinking and which offers the possibility of advantaging the organization • how the concept or idea was introduced, tested and evaluated - the idea or concept does not have to have been shown to work or to be adopted by the business • knowledge of quality management and continuous improvement theories
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • quality management and continuous improvement theories • creativity/innovation theories/concepts • risk management • cost-benefit analysis methods • creativity and innovation theories and concepts • organizational learning principles • quality management and continuous improvement theories • risk management • sustainability practices
Underpinning Skills	Demonstrates skills to:

	• analyze and identify improvement opportunities in relation to • deliver services/products or develop concepts/ideas • do flexibility and creativity skills to think laterally • use leadership skills to foster a commitment to quality and an openness to innovation • use teamwork and leadership skills to foster a commitment to quality and an openness to innovation
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.

Sector: Economic Infrastructure
Sub-Sector: Business and Finance

	Level V					
	Human Resources Management	Legal Services Management	Purchasing and Property Management	Marketing Management	Administrative Office Management	Financial Accounts Management

Level V
- Human Resources Management
- Legal Services Management
- Purchasing and Property Management
- Marketing Management
- Administrative Office Management
- Financial Accounts Management

Level IV
- Human Resource Supervision
- Legal Services Operation
- Purchasing Operations Coordination
- Property Operations Coordination
- Marketing Operations Coordination
- Customer Contact & Secretarial Operations Coordination
- Accounts and Budget Service

Level III
- Human Resource Operations
- Legal Services Operation
- Purchasing and Property Operations
- Marketing Services
- Customer Contact & Secretarial Operations
- Accounts and Budget Support

Level II
- Clerical Works Support
- Customer Contact Works Support
- Basic Account Works

Level I
- Basic Clerical Works

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