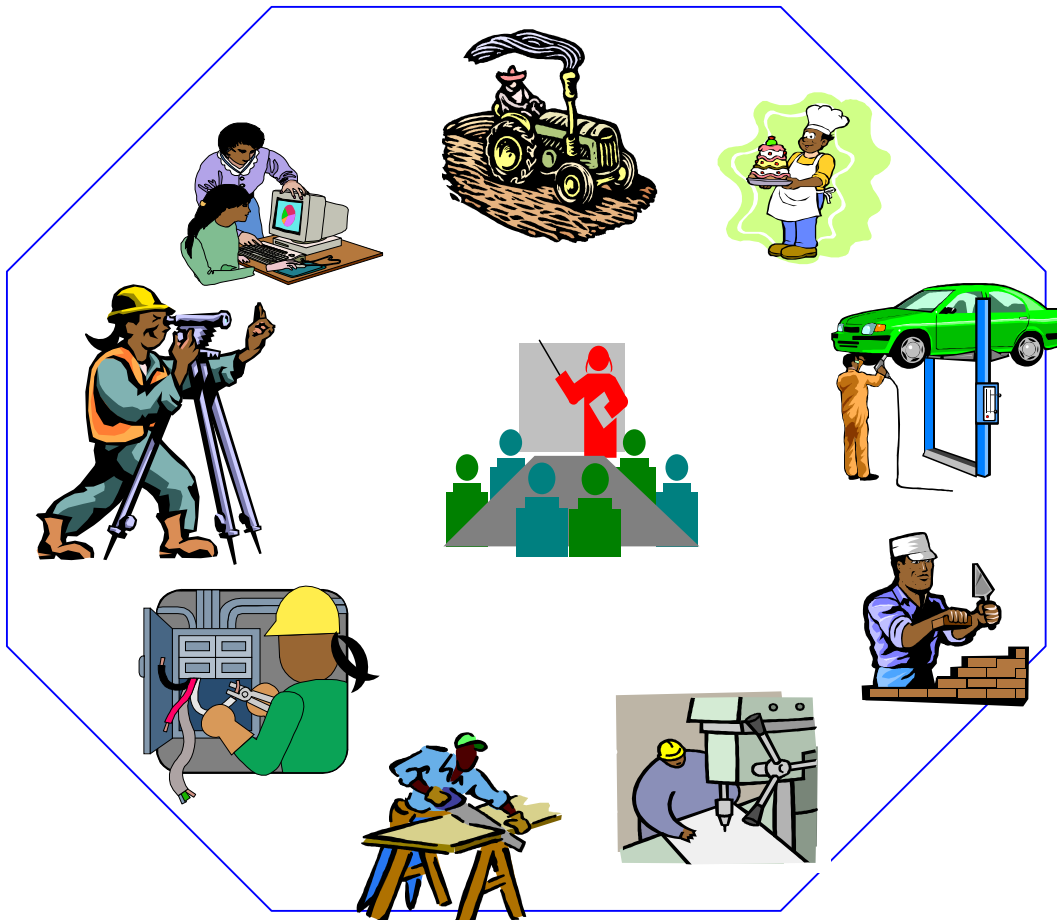




Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD



PURCHASING OPERATIONS
COORDINATION
NTQF Level IV



*Ministry of Education
August 2012*

Introduction

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

The Ethiopia Occupational Standards (EOS) is the core element of the Ethiopian National TVET-Strategy and an important factor within the context of the National TVET-Qualification Framework (NTQF). They are national 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: Purchasing Operations Coordination Level IV		
Occupational Code: BFS POC4		
<i>NTQF Level IV</i>		
EIS POC4 01 0512 Implement and Monitor Procurement Process	EIS POC4 02 0512 Plan Purchasing	EIS POC4 03 0512 Negotiate Contracts
EIS POC4 04 0512 Conduct Market Research	EIS POC4 05 0512 Procure Goods and Services	EIS POC4 06 0512 Establish Procurement Need
EIS POC4 07 0512 Develop Requests for Offers	EIS POC4 08 0512 Monitor a Safe Workplace	EIS POC4 09 0512 Identify Risk and Apply Risk Management Processes
EIS POC4 10 0512 Design and Develop Complex Text	EIS POC4 11 0512 Plan and Organize Work	EIS POC4 12 0512 Migrate to New Technology
EIS POC4 13 0512 Establish Quality Standards	EIS POC4 14 0512 Develop Individuals and Team	EIS POC4 15 0512 Utilize Specialized Communication Skills
EIS POC4 16 0512 Manage and Maintain Small/Medium Business Operations	EIS POC4 17 0512 Manage Continuous Improvement System	

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Implement and monitor procurement process
Unit Code	EIS POC4 01 0512
Unit Descriptor	This unit of competency specifies the outcomes required to implement and monitor purchasing processes for goods and services. It requires the ability to follow procurement procedures, determine and arrange appropriate suppliers, and check that final procurement meets client objectives.

Elements	Performance Criteria
1. Determine procurement requirements	<p>1.1. Procurement requirements and objectives are identified and confirmed according to organizational and legislative requirements.</p> <p>1.2. Relevant information is gathered and reviewed to determine appropriate procurement process and time lines according to legislative requirements.</p> <p>1.3. Factors likely to affect procurement objectives are identified and agreed with relevant people according to organizational procedures.</p> <p>1.4. Personal limitations of authority are identified and appropriate approvals gained as required according to organizational and legislative requirements.</p>
2. Implement and monitor procurement process	<p>2.1. Procurement process is systematically monitored and variations to supply are agreed with relevant people according to organizational requirements.</p> <p>2.2. Effective communication channels are used to ensure an effective and accurate communication flow with suppliers.</p> <p>2.3. Expenditure and resource usage are monitored to ensure procurement objectives are achieved within budget parameters</p> <p>2.4. Reliable methods of monitoring procurement are used according to organizational requirements, making efficient use of time and resources.</p>
3. Finalize procurement process	<p>3.1. Procurement process is finalized within agreed timeframes according to organizational requirements.</p> <p>3.2. Inspection is arranged to confirm procurement meets required quality standards and procurement objectives.</p> <p>3.3. Defects or variances to procurement objectives are identified and prompt remedial action is taken according to organizational requirements.</p> <p>3.4. Business equipment and technology are used to maintain systems, records and reports according to applicable OHS, organizational and legislative</p>

	requirements.
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Variable	Range
Procurement	<p>may include:</p> <ul style="list-style-type: none"> • common use contracts • facilities management • gain sharing and open book • incentive contracting • leasing and buying • maintenance and support arrangements • pre-qualification of suppliers • prime contractors and subcontractors • research and development • short-term or long-term arrangements • sole or multiple suppliers • standard form agreements • Standing orders.
Organizational requirements	<p>may be outlined and reflected in:</p> <ul style="list-style-type: none"> • access and equity principles and practice guidelines • business and performance plans • complaint and dispute resolution procedures • goals, objectives, plans, systems and processes • legal and ethical requirements and codes of practice • mission statements and strategic plans • OHS policies, procedures and programs • policies and procedures in relation to client service • quality and continuous improvement processes and standards • Quality assurance and procedure manuals.
Legislative requirements	<p>may be outlined and reflected in:</p> <ul style="list-style-type: none"> • Ethiopian standards • general duty of care to clients • home building requirements • privacy requirements • relevant federal, and state or territory legislation that affects organizational operation, including: <ul style="list-style-type: none"> • anti-discrimination and diversity • environmental issues • industrial relations • relevant industry codes of practice covering the market sector and industry, financial transactions, taxation, environment, construction, land use, native title, zoning, utilities use (water, gas and electricity), and contract or common law • strata, community and company titles • tenancy agreements • trade practices laws and guidelines

Information	<p>may relate to:</p> <ul style="list-style-type: none"> • budgets and operating costs • contracts and tender documentation • facility and asset management plans • goods and services • legal documentation • maintenance plans and strategies • management policy and procedures • organizational and business strategic plans • procurement guidelines, practices and policies • property drawings • quotations and invoices • register of suppliers • Tenancy and other contracts.
Procurement process	<p>may include:</p> <ul style="list-style-type: none"> • advertisement • complying and non-complying tendering • direct appointments • open quotations • Register of suppliers.
Factors likely to affect procurement objectives	<p>may relate to:</p> <ul style="list-style-type: none"> • budgetary constraints • collaborative arrangements • environmental issues • factors and conditions that may affect supply • industry involvement requirements • leasing instead of up-front capital investment • level of risk, complexity and sensitivity of information related to procurement • political imperatives and strategies • potential impact of intended contracting activity • strategic and tactical issues • supply market capacity, structure, maturity and strength
Relevant people	<p>may include:</p> <ul style="list-style-type: none"> • agents • clients • colleagues • government personnel • legal representatives • members of industry associations • property and facility owners or managers • supervisors • Technical experts, tenants.
Appropriate approvals	<p>may be sought from:</p> <ul style="list-style-type: none"> • agents • authorised delegations • clients • solicitors • Supervisors.

Communication channels	<p>may include:</p> <ul style="list-style-type: none"> • direct line supervision paths • lateral supervision paths • organizational communication protocols and procedures • Organizational networks
Resources	<p>may include:</p> <ul style="list-style-type: none"> • contractors • facilities • information technology • materials • personnel • professional service providers • services • tools and equipment • Transport.
Business equipment and technology	<p>may include:</p> <ul style="list-style-type: none"> • computers • data storage devices • email • facsimile machines • internet, extranet and intranet • photocopiers, printers, scanners • Software applications, such as databases & word applications.
Records and reports	<p>may include:</p> <ul style="list-style-type: none"> • contracts and tenders • electronic or paper-based information • invoices • logs and journals • organizational forms • procurement forms and reports • quotations • radio and telephone records • records of conversation • running sheets • statements • Task allocation sheets.

Evidence Guide

Critical Aspects of Competence	<p>A person who demonstrates competency in this unit must be able to provide evidence of:</p> <ul style="list-style-type: none"> • accurately reviewing procurement objectives and relevant information to determine procurement processes, and sourcing appropriate authority or delegations for procurement • finalising procurement process within agreed timeframes and using business equipment and technology to maintain
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	records and reports
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge on:</p> <ul style="list-style-type: none"> • benefits and risks of a range of procurement options, such as lease, purchase, sale and leaseback, and term contract • best practice procurement principles • implications of warranties, guarantees and exclusions • key principles of procurement, including: <ul style="list-style-type: none"> ➢ accountability and recording ➢ ethics and fair dealing ➢ open and effective competition ➢ planning and professionalism ➢ value for money • limitations of work role, responsibility & professional abilities • organisation's policies and procedures for employment and tendering of services and procurement • relevant Ethiopian standards • relevant federal and state or territory legislation and local government regulations related to: <ul style="list-style-type: none"> • anti-discrimination • consumer protection • environmental issues • equal employment opportunity (EEO) • financial probity • franchise and business structures • industrial relations • property sales, leasing and management • tendering and contracting processes, including a range of contractual arrangements • user needs and requirements for facilities • Whole of life costing & price-quality relationship issues.
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • communication skills to discuss and confirm procurement arrangements, interpret written and oral information, liaise with suppliers and obtain feedback • computing skills to access the internet and web pages, prepare and complete online forms, lodge electronic documents and search online databases • interpersonal skills to relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities • literacy skills to interpret written and oral information, including procurement policies and procedures; and access and understand a variety of information
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>

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

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Plan Purchasing
Unit Code	<u>EIS POC4 02 0512</u>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to prepare invitations to offer, identify suppliers, issue invitations to offer, and prepare purchase recommendations.

Elements	Performance Criteria
1. Prepare invitations to offer	1.1. Specifications are obtained for goods and services to be purchased from relevant personnel and clarify as required 1.2. Purchasing methods most appropriate to particular purchases are selected 1.3. Invitations are prepared to offer 1.4. Approval of invitations are obtained to offer
2. Identify suppliers	2.1. Organization's records are reviewed for potential suppliers 2.2. Sources of supply are identified 2.3. Suppliers are invited 2.4. Sources of supply are evaluated against requirements of purchasing strategies
3. Issue invitations to offer	3.1. Invitations are distributed to offer 3.2. Briefings are conducted as required 3.3. Issues arising with suppliers are clarified in line with purchasing strategies
4. Prepare recommendations to purchase	4.1. Offer documents are received from suppliers 4.2. Offer documents are assessed against requirements of purchasing strategies 4.3. Further information is sought from suppliers as required 4.4. Specialist expertise is obtained to assist with evaluation as required 4.5. Offers are evaluated against requirements of purchasing strategies 4.6. Shortlists of suppliers that make offers and who meet purchasing criteria are prepared 4.7. Preferred offers are selected 4.8. Recommendations about preferred offers are made and approval is sought by relevant personnel

	4.9. Approval is obtained for recommended offers
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Variable	Range
Relevant personnel	May include: <ul style="list-style-type: none"> • CEO • coordinators • internal users of purchased goods and services • leaders • managers • other persons authorised to commit the organisation to purchases • owner and Board • specialist personnel involved in purchasing, asset maintenance and finance • supervisors
Purchasing methods	may include: <ul style="list-style-type: none"> • direct negotiations • direct purchases using supply agreements • invitation of open or select tenders • written quotations • Restricted tendering • Two stage tendering
Invitations to offer	may include: <ul style="list-style-type: none"> • criteria for selection of suppliers from offers received • delivery schedules • draft contracts and agreements • quality requirements • required supplier capacity • requirements for off-site storage and warehousing • specifications of goods and/or services required
Purchasing strategies	may include: <ul style="list-style-type: none"> • criteria for evaluating purchasing performance • different policies, procedures and strategies for different dollar values of purchases • limits of authority to approve purchases • methodology for evaluating purchasing performance • organizational and industry codes of conduct and ethics • requirements for fairness and transparency in purchasing • the organisation's documented strategies for things such as: <ul style="list-style-type: none"> ➤ purchasing ➤ covering policies ➤ procedures, guidelines and documentation formats for purchasing from suppliers including entities owned by the organization, partners, alliance members and local and distant suppliers

Clarify issues	<p>may include:</p> <ul style="list-style-type: none"> • requests for further information about specifications not responded to, misinterpretations of specifications and supplementary/add on products or services
Further information	<p>may include:</p> <ul style="list-style-type: none"> • requests about specifications not responded to, misinterpretations of specifications and supplementary/add on products or services • supplier briefings and presentations

Evidence Guide	
Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • documents containing preparations to offer <ul style="list-style-type: none"> ➢ evaluation of suppliers ➢ issuing of an invitation to offer ➢ formation of recommendation to purchasing
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • identification and overview key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> ➢ consumer protection legislation ➢ contract law ➢ import of goods and services, where relevant ➢ sale of goods legislation ➢ Trade Practices Act ➢ organizational practices, policies and procedures for purchasing • product knowledge about the goods and services being supplied • purchasing and procurement principles for: <ul style="list-style-type: none"> • accountability • probity and transparency • risk management • Value for money.
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • communication skills to negotiate and liaise with potential suppliers and relevant personnel involved in purchasing planning • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • information technology skills to use software relevant to conducting purchasing planning activity • information management skills to ensure all aspects of purchasing planning are conducted in sufficient detail • literacy skills to write tender or quotation documents and written reports containing complex concepts • organizational and time management skills to sequence

	tasks and meet timelines
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Level IV	
Unit Title	Negotiate Contracts
Unit Code	EIS POC4 03 0512
Unit Descriptor	This unit specifies the outcomes required to negotiate terms of contracts with suppliers, and prepare and finalise contracts.

Elements	Performance Criteria
1. Negotiate terms of contracts with suppliers	1.1. Advice is offered & negotiations are undertaken without prejudice 1.2. Suppliers of the organization's intent to accept their offers are advised 1.3. Issues are negotiated with suppliers 1.4. Desired outcomes, negotiation plans and schedules are determined for negotiations 1.5. Negotiations are undertaken and agreements reached with suppliers in accordance with plans 1.6. Contract requirements are negotiated and documented to the satisfaction of the organization and suppliers
2. Prepare contracts	2.1. Required contracts are drafted using legal expertise if required 2.2. Draft contracts are distributed to relevant personnel & suppliers 2.3. Any discrepancies or disagreements are clarified and resolved to the satisfaction of all parties 2.4. Checks of the legality and validity of draft contracts are made 2.5. Approvals are obtained to sign contracts
3. Finalise contracts	3.1. Contracts are signed and exchanged between the organization and suppliers 3.2. Contracts and related documents are stored and safeguarded 3.3. Relevant personnel are advised of contract requirements 3.4. Unsuccessful suppliers are advised of non-acceptance of offers

Variable	Range
Issues	May include: <ul style="list-style-type: none"> • issues relating to non-compliance with invitation to offer requirements • issues relating to occupational health and safety (OHS) performance standards

	<ul style="list-style-type: none"> • issues relating to the form and specific requirements of contract documentation
Contracts	<p>May include:</p> <ul style="list-style-type: none"> • agreements for one-off or ongoing supply of goods or services • agreements with Ethiopian or overseas individuals, contractors, corporations, individuals and government agencies • electronic or paper-based agreements • memoranda of understanding/agreement
Relevant personnel	<p>May include:</p> <ul style="list-style-type: none"> • CEO • managers • leaders • coordinators • OHS specialists • supervisors • other persons authorised to commit the organisation to purchases • internal users of purchased goods and services • owner • Board • specialist personnel involved in purchasing, asset maintenance and finance
Checks may include:	<p>May include:</p> <ul style="list-style-type: none"> • referring the contract to others such as: • external legal representative for organization • legal officer within organization • purchasing manager

Evidence Guide

Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • documented agreement of terms with suppliers • drafting and completion of a contract with a supplier for goods and services • Informing of successful and unsuccessful suppliers.
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> • Demonstrates knowledge of: • identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> ➢ consumer protection legislation ➢ contract law ➢ import of goods and services, where relevant ➢ sale of goods legislation ➢ Trade Practices Act • organizational practices, policies and procedures for purchasing • product knowledge about the goods and services being supplied • purchasing and procurement principles for:

	<ul style="list-style-type: none"> ➤ accountability ➤ probity and transparency ➤ risk management ➤ value for money
Underpinning Skills	<p>Demonstrates Skills of:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • communication and negotiation skills to liaise with suppliers and reach agreement with suppliers on contracts • literacy skills to draft concepts and write reports containing complex concepts • technology application skills to use a range of software programs relevant to purchasing and contracting
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Conduct market research
Unit Code	EIS POC4 04 0512
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to conduct market research using interview and survey methodologies (not specialist statistical design and analysis) and to report on findings.

Element	Performance Criteria
1. Conduct desk research to gather background market information	1.1. Initial desk research is conducted using appropriate sources to gather background market information 1.2. Options are identified for information collection and collation tools and methods 1.3. Approval is determined and sought for reporting formats for market research documentation 1.4. Initial research findings are reported in approved formats in accordance with organizational procedures
2. Develop research methodology and objectives	2.1. Hypotheses and research objectives are developed for market research 2.2. Options are identified for quantifying data 2.3. Market research methodology is identified and required survey tools determined, developed, tested and amended 2.4. Methods of data extraction, collation and analysis are determined and tested
3. Recruit respondents	3.1. Market research plans are interpreted to identify potential respondents and their requirements 3.2. Respondents are identified in line with research & organizational requirements 3.3. Respondents are recruited in line with the agreed research methodology and organizational requirements
4. Gather data and information from respondents	4.1. Resources for data gathering are prepared and arranged 4.2. Data and information are gathered using survey tools 4.3. Data and information gathered are recorded in approved formats, in accordance with organizational procedures 4.4. Survey information and data are stored and safeguarded in accordance with organizational procedures
5. Analyses research information	5.1. Quality of data and information collected are checked 5.2. Appropriate techniques are selected to summaries data

	<p>and information</p> <p>5.3. Software files are designed for entering data and information</p> <p>5.4. Data is processed using a method appropriate to research design</p> <p>5.5. Data and information including categorization are interpreted and aggregated, to provide observations relevant to research objectives</p>
6. Prepare research reports	<p>6.1. Findings are collated and assessed for relevance and usefulness to research objectives</p> <p>6.2. Research reports are prepared</p> <p>6.3. Research findings are communicated to relevant personnel & stakeholders in accordance with organizational procedures</p>

Variable	Range
Appropriate sources of background market information	<p>may include:</p> <ul style="list-style-type: none"> • published (including on the internet) data & information from: <ul style="list-style-type: none"> ➤ articles and advertisements ➤ business advisors ➤ clients and suppliers ➤ conferences ➤ government bodies ➤ industry associations and trade media ➤ other research projects ➤ reports from trade or professional associations annual reports ➤ reports to regulatory or funding bodies ➤ speeches • enterprise information such as: <ul style="list-style-type: none"> ➤ sales data ➤ attendance figures
Information collection and collation tools and methods	<p>may include:</p> <ul style="list-style-type: none"> • forms for recording information sources reviewed • procedures for abstracting key information & citing sources • rules for including or not including information and data reviewed
Reporting formats	<p>may include:</p> <ul style="list-style-type: none"> • prose reports • verbal presentations • visual aids, such as: <ul style="list-style-type: none"> ➤ charts ➤ photographs ➤ tables
Market research methodologies	<p>may include:</p> <ul style="list-style-type: none"> • brand equity research • brand name testing • concept testing

	<ul style="list-style-type: none"> • consumer decision process research • depth interviews • descriptive techniques • experimental techniques • focus groups • observational techniques • projective techniques • qualitative research • quantitative research • random sampling
Survey tools	<p>may include:</p> <ul style="list-style-type: none"> • handouts • one-on-one discussions • overhead transparencies • questionnaires • small group discussions
Potential respondents	<p>may include:</p> <ul style="list-style-type: none"> • current, past or potential clients • key stakeholders • persons identified from lists or directories • staff
Research and organizational requirements	<p>may include:</p> <ul style="list-style-type: none"> • legal requirements • need for respondent to meet demographic or psychographic criteria • need for respondent to represent an organisation, have specific expertise or knowledge, or meet other criteria • quality assurance policy and procedures • requirements for statistical validity in sampling
Resources for data gathering	<p>may include:</p> <ul style="list-style-type: none"> • appropriate venues and rooms • organisation of tables, chairs, audio and visual equipment, refreshments • audio-visual recording and display devices • telecommunications equipment and facilities
Checks	<p>may include:</p> <ul style="list-style-type: none"> • ensuring data is: <ul style="list-style-type: none"> ➢ a true record of interview ➢ accurate ➢ adequately expressed ➢ authentic ➢ complete ➢ not fabricated • ensuring others collecting data and information have studied and understood instructions • keeping records on data sources, copyright and privacy information • rejecting inadequate data & resurveying to overcome gaps • reporting to senior personnel on issues and problems in

	<p>data collection</p> <ul style="list-style-type: none"> • where required, verifying records of interview with respondents
Appropriate techniques to summarise data	<p>may include:</p> <ul style="list-style-type: none"> • charts and tables • coefficient of variation • mean • median • mode • percentile • prose commentary • range • standard deviation • statistical detailed analysis • statistical overview • variance
Software files	<p>may include:</p> <ul style="list-style-type: none"> • databases with specified forms and fields • spreadsheets with specified axes • word processing programs with specified heading structures, text and table formats
Interpreting and aggregating data and information	<p>may include:</p> <ul style="list-style-type: none"> • development of further hypotheses based on initial processing of raw data, and statistical tests of these hypotheses • bringing together data or datasets • statistical analysis of raw data using general or specialist software
Categorisation	<p>may include:</p> <ul style="list-style-type: none"> • creation of a preliminary report table of contents with headings and subheadings under which data and information could be organised • data tabulation in a format appropriate for the type of analysis to be performed • development of basic market segmentation categories by demographic or psychographic characteristics
Research reports	<p>may include:</p> <ul style="list-style-type: none"> • detailed data analysis • explanation of methodology • key observations and findings • key summaries of data • recommendation and implementation issues • recommendations for future research • references, citations and other correct acknowledgement for all non-original material

Evidence Guide

Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • developing and implementing a market research survey tool • accurately recording and securely storing survey data in accordance with organizational procedures
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	<ul style="list-style-type: none"> • utilising a range of methodologies to analyse market research information • Documenting market research activities and findings in a research report.
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • key provisions of relevant legislation from all forms of government, codes of practice and national standards that may affect aspects of business operations such as: <ul style="list-style-type: none"> ➢ anti-discrimination legislation and principles of equal opportunity, equity, and diversity ➢ ethical principles • marketing communications concepts and processes • market research principles and practices including: <ul style="list-style-type: none"> ➢ data processing methods and data analysis techniques ➢ design of samples ➢ development and use of hypotheses ➢ research reporting formats ➢ roles and uses of qualitative and quantitative research ➢ use of survey instruments • Requirements of house or other style manuals or protocols for written communication.
Underpinning Skills	<p>Demonstrates:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds & people with diverse abilities • information management skills to categorise, store and retrieve market research information • innovation and creativity skills to conceptualise, test and refine qualitative and quantitative questionnaires & other tools • literacy skills to prepare reports containing complex ideas • Research and data collection skills to locate information sources, to design and analyse a market research strategy.
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Procure Goods and Services
Unit Code	EIS POC4 05 0512
Unit Descriptor	This unit covers the expenditure of public monies for simple procurement of low value/low risk goods and services using contractual arrangements that include simple tendering and requests for quotation. The unit requires analysis and decision making in the procurement process, which is undertaken under limited supervision. It includes planning and undertaking procurement, managing contractors and completing contractual arrangements

Elements	Performance Criteria
1. Plan for procurement of goods or services.	<p>1.1. Market assessment is used to identify and select options for procuring goods or services in accordance with business plan requirements, legislation, policy and procedures, and probity requirements.</p> <p>1.2. Commercial strategy is identified to achieve the procurement outcome set out in the business plan, achieve value for money, and meet legal and probity requirements.</p> <p>1.3. Risk planning is conducted for the procurement activity according to procedures, delegations and guidelines.</p> <p>1.4. Process and criteria for evaluation of offers from suppliers or service providers are identified to meet public sector probity requirements, and are recorded in a tender evaluation plan.</p> <p>1.5. Procurement plan is developed to manage procurement process & contractual arrangements in accordance with legislation, policy & procedures, & probity requirements.</p> <p>1.6. Stakeholders are consulted about the planned procurement and their feedback is incorporated into the procurement process.</p>
2. Undertake procurement.	<p>2.1. Method for requesting and receiving offers is chosen to suit the procurement activity and comply with government procurement proclamation and directive and probity requirements</p> <p>2.2. Specialist expertise is used to assist in evaluation of offers as required.</p> <p>2.3. Evaluation and selection of the offer are made according to tender evaluation plan, and government procurement proclamation and directive</p>

	<p>2.4. Notification of successful and unsuccessful suppliers/providers is undertaken according to procurement plan, and government procurement proclamation and directive</p> <p>2.5. Work does not commence and payment is not made until contractual arrangements are formalized.</p> <p>2.6. Contractual arrangements that are legally binding to all parties and suitable to the procurement activity are negotiated, formalized and reported according to organizational policy and procedures.</p>
3. Manage contractors.	<p>3.1. Communication strategies are established to build and maintain relationships with contractors.</p> <p>3.2. Performance is monitored against contract performance indicators for quality assurance of the goods or services and to ensure compliance with contract specifications.</p> <p>3.3. Contract performance indicators are regularly reviewed to ensure relevance.</p> <p>3.4. Approvals are obtained for contract variations according to organizational and contractual requirements.</p> <p>3.5. Disputes or complaints are investigated, documented and resolved or referred according to contractual provisions.</p> <p>3.6. Contractual obligations to contractors are met.</p> <p>3.7. Records are maintained according to organizational and legal requirements to provide an audit trail and for other organizational purposes.</p>
4. Complete contractual arrangements.	<p>4.1. Goods and services received are confirmed as meeting contractual specification and required outcome, and accounts are processed for payment according to organizational procedures.</p> <p>4.2. Contracts are finalized, cancelled or terminated according to contractual arrangements.</p> <p>4.3. Contract performance, outcomes and management processes are evaluated, and lessons learnt are recorded and used to inform ongoing contract management practices.</p>

Variable	Range
Market assessment	<p>may include:</p> <ul style="list-style-type: none"> • structure of the market • number and quality of providers • factors and conditions which may affect supply of goods or provision of services • Potential impact of intended procurement activity.
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Evaluation of options may include:	<ul style="list-style-type: none"> • stakeholder consultation • confirmation that procurement is necessary • development of a business case • Comparison of internal and outsourced provision.
Probity requirements:	<p>may include:</p> <ul style="list-style-type: none"> • accountability • transparency • confidentiality • managing conflict of interest • impartiality • are maintained to: • encourage conformity to processes • facilitate accountability • ensure proponents are treated in a fair and equitable manner • encourage commercial completion • Preserve public and private sector confidence in government processes.
Key elements of a commercial strategy	<p>may include:</p> <ul style="list-style-type: none"> • consultation with key stakeholders • expenditure budget meets organizational requirements for probity and accountability • procurement process agreed by users and documented, and meets legal and probity requirements • approvals obtained • Contractual arrangements that capture and address identified risks, protection of all parties, and include performance indicators that provide the basis for due performance.
Contractual arrangements	<p>may include:</p> <ul style="list-style-type: none"> • verbal and written orders • purchase order • government credit cards • petty cash • memoranda of understanding/memoranda of agreement • in-house service level agreements • contracts • standing offers • inter and intra-government agreements.
Legislation, policy and procedures and probity requirements	<p>may include:</p> <ul style="list-style-type: none"> • commonwealth or state and territory legislation • council rules and by-laws • equal employment opportunity and anti-discrimination law • commonwealth, and state or territory government procurement guidelines, • organizational policies and practices • probity guidelines

	<ul style="list-style-type: none"> • Financial management requirements.
Stakeholders	<p>may include:</p> <ul style="list-style-type: none"> • end users, customers or clients, and sponsors • current or potential providers or suppliers • technical or functional experts or advisers • commonwealth, state or territory, and local government • the organization • other public sector organizations • employees, unions and staff associations • industry bodies • local communities • Lobby groups and special user groups.
Methods for requesting and receiving offers	<p>may include:</p> <ul style="list-style-type: none"> • requests for quotation • direct purchases using existing supply agreements, such as standing offers • oral quotations • written quotations • direct purchases from retail or wholesale outlets • Electronic commerce. • Restricted tender • Open tender
Records	<p>may include:</p> <ul style="list-style-type: none"> • purchase requests and orders • simple procurement submissions and proposals • invoices and payment requests • statements and petty cash vouchers • offer and contract documents • evaluation process documentation • records of authorized decisions • corporate credit card transaction statements • records of supplier performance • financial statements • asset registers • records of conversation • Actions taken to manage identified conflict of interest.
Organizational purposes	<p>may include:</p> <ul style="list-style-type: none"> • reports and other documents • future procurement planning and contract management • accountability requirements • Ministerial.
Reporting	<p>may include:</p> <ul style="list-style-type: none"> • public notification • electronic • verbal • annual reports • internal and/or external

	<ul style="list-style-type: none"> • Statistical reports.
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Evidence Guide	
Critical Aspects of Competence	<p>A person must be able to provide evidence o</p> <ul style="list-style-type: none"> • plan a procurement activity, using templates where these are available, to a level of detail commensurate with the complexity and risk profile of the procurement • implement the procurement plan in a way that reflects the legislative and policy environment applicable to the organisation • develop a suitable contract management plan, using templates if available • manage the performance of contractors to ensure that the goods or services are delivered in accordance with the contract • Act within own delegations and refer issues to higher authority when necessary.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge on:</p> <ul style="list-style-type: none"> • commonwealth, state or territory, and local government legislation, policies, practices and guidelines: • relating to contract management, including environmental purchasing and corporate social responsibility guidance • such as OHS and equity and diversity • organizational procurement policies, practices and approval processes • organisation's code of conduct and code of ethics • procurement options and methods • probity and ethical issues • codes of conduct, codes of practice and standards of individual behaviour relating to procuring goods and services, in particular identifying and managing conflict of interest, gifts and inappropriate relationships with providers • procedures for receipt and payment of goods or services • common use arrangements • procurement approval procedures • financial accountability requirements • aspects of contract law, laws of tort, trade practices law, commercial law and other legislation relating to receipt and evaluation of offers, negotiation and award of contracts
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • write procurement specifications in unambiguous terms • consult and negotiate with providers • write, read and/or sign contractual agreements that may include complexity of language and style, using templates where appropriate • engage in ongoing communication with contractors that may involve explaining or clarifying written and oral information, note-taking at meetings, active listening, and

	<ul style="list-style-type: none"> • checking for understanding • provide feedback • teamwork skills to: • work independently or under direction as appropriate to the situation • model team leadership approaches if appropriate • respond to diversity • refer issues to the correct person • problem-solving skills to: • evaluate procurement options and select the most suitable option • assess goods or services provided against specifications • initiative and enterprise skills to apply OHS, environmental, sustainability and corporate social responsibility practices in the context of government procurement activities • planning and organising skills to: • manage contractor performance against contract requirements • make payments and manage financial arrangements • learning skills to keep up-to-date with relevant procurement legislation, policies and procedures • technology skills to: • operate organizational IT systems • use electronic procurement templates
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Establish Procurement Need
Unit Code	EIS POC4 06 0512
Unit Descriptor	<p>This unit covers the establishment, justification and approval of procurement requirements to achieve required outcome. It includes defining and justifying the need, researching potential impact and risks, and securing organizational support to proceed with procurement activity.</p> <p>The unit is suitable for any personnel who identify the need for procurement, and would not necessarily apply to procurement specialists whose role would typically begin as a result of procurement need being established and approved (including approval of appropriation).</p>

Elements	Performance Criteria
1. Define and justify procurement need	<p>1.1 Consultation is undertaken with stakeholders and experts to determine whether viable alternatives to procurement exist to address identified procurement need</p> <p>1.2 A representative sampling of clients, experts and suppliers is consulted to define and clarify requirements</p> <p>1.3 Procurement need is justified through consultation and negotiation with stakeholders and experts</p> <p>1.4 Other issues and opportunities are investigated for integration into procurement activity</p>
2. Research potential procurement impact and risks	<p>2.1 Options are developed and the impacts, risks and costs of each are determined</p> <p>2.2 Recommendation is made and justified</p> <p>2.3 Identification and assessment of risks are undertaken using risk analysis tools that meet policy guidelines</p> <p>2.4 Stakeholder input is obtained and taken into account in the development of the procurement requirement</p> <p>2.5 Procurement requirement is developed which contains risk analysis, outcome measures, responsibilities and timelines</p> <p>2.6 Procurement requirement is outlined from transition to close-out, and meets legislative, policy and probity requirements</p>
3. Secure organizational support for procurement	<p>3.1 Constraints or limitations of authority and approval requirements are identified</p> <p>3.2 Resource allocations and appropriation are confirmed for whole-of-life</p> <p>3.3 Approvals are obtained in accordance with procedures, guidelines and delegations</p>

	<p>3.4 Procurement requirement is conveyed to procurement specialists for development of procurement planning and implementation</p> <p>3.5 Value for money criteria are defined for assessment and measurement of performance</p>
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Variable	Range
Stakeholders	<p>May include:</p> <ul style="list-style-type: none"> • end users, customers or clients and sponsors • potential providers or suppliers • current providers/suppliers • technical or functional experts or advisers • Federal, State/Territory and/or Local Government • the organisation • other public sector organisations • employees, unions or staff associations • industry bodies • local communities and society as a whole • lobby groups, special user groups
Suppliers	<p>may include:</p> <ul style="list-style-type: none"> • commercial organisations • other government organisations • commercialised or privatised government organisations • non-profit organizations
Experts	<p>may include:</p> <ul style="list-style-type: none"> • legal, functional, technical, financial • scientific and research • human resource • commercial or business practices • consultants • other relevant organizations including foreign governments
Issues and opportunities	<p>may include:</p> <ul style="list-style-type: none"> • risk sharing • cost sharing • cost escalation • intellectual property rights • knowledge management • corporate knowledge • libraries, archives - historical value of public sector work • capital equipment/asset ownership • value engineering • value management • innovation • continuous improvement • future organizational requirements • quality

	<ul style="list-style-type: none"> • whole-of-life considerations • organizational integration and cooperation
Legislative, policy and probity requirements	<p>may include:</p> <ul style="list-style-type: none"> • Commonwealth or State/Territory legislation • equal employment opportunity and anti-discrimination law • Commonwealth/State/Territory Government procurement guidelines including environmental purchasing, access and equity, social justice guidelines • organizational policies and practices • security/confidentiality • risk management
Resource requirements may include:	<ul style="list-style-type: none"> • facilities • information technology • personnel • budget support equipment • use of contractor staff • professional service providers • risk assessment
Appropriations may require:	<ul style="list-style-type: none"> • compliance with instructions or finance circulars • confirmation by chief financial officer • special consideration if they concern: <ul style="list-style-type: none"> • long-term travel deals • long-term computer deals • long-term lease deals • issuing of indemnities

Evidence Guide

Critical Aspects of Competence	<p>A person must be able to provide evidence of:</p> <ul style="list-style-type: none"> • to identify and clarify procurement requirement/need • Identification and assessment of risks are undertaken using risk analysis tools • To define Procurement requirement is conveyed to procurement specialists for development of procurement planning and implementation • To establishment, justification and approval of procurement requirements to achieve required outcome
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge on:</p> <ul style="list-style-type: none"> • legislation, policies, practices and guidelines relating to contract management, including environmental purchasing guidelines • procurement policies, practices and approval processes • probity principles and issues • ethical issues relating to procurement • life cycle costs • whole-of-life considerations • technical knowledge • aspects of law of contract, laws of tort, trade practices law,

	<p>commercial law and other legislation relating to receipt and evaluation of offers, negotiation and award of contracts</p> <ul style="list-style-type: none"> • equal employment opportunity, equity and diversity principles • public sector legislation including occupational health and safety and environment
Underpinning Skills	<p>Demonstrate skills</p> <ul style="list-style-type: none"> • undertaking research, planning and analysis of issues relating to procurement need • making comparisons, justifying a point of view and providing supporting evidence • consulting with stakeholders involving oral and written exchanges of sometimes complex information • responding to diversity, including gender and disability • writing a procurement requirement that may require complexity of language and style, yet still be expressed in unambiguous terms • applying occupational health and safety and environmental requirements in the context of establishing procurement needs
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Develop Requests for Offers
Unit Code	EIS POC4 07 0512
Unit Descriptor	<p>This unit covers the development and dissemination of a request for offers to fulfil procurement requirements. It includes interpretation of procurement requirements, planning procurement activities, specifying the requirement, and developing a procurement plan and the formal request for offers.</p> <p>In practice, developing requests for offers may overlap with other public sector generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, gathering and analyzing information</p>

Elements	Performance Criteria
1. Interpret procurement requirements	<p>1.1 Procurement approvals and appropriation/s are confirmed for whole-of-life of the activity</p> <p>1.2 Procurement requirements are re-confirmed with all parties</p> <p>1.3 A representative sampling of clients, experts and suppliers is consulted to further define and clarify requirements</p> <p>1.4 A market analysis is used to identify factors that may impact on procurement decisions</p> <p>1.5 Sources of supply are accessed to determine possible providers and any conflict of interest is identified & resolved</p> <p>1.6 Supplier referencing/positioning/ viability analysis is conducted</p>
2. Plan procurement activities	<p>2.1 Business cost estimates are prepared to select a procurement method most suitable for the procurement activity & most likely to achieve a value for money outcome</p> <p>2.2 Approvals are obtained for method of procurement</p> <p>2.3 Resource requirements are confirmed and committed in a timely manner and responsible authorities are nominated</p> <p>2.4 Relationships and dependencies between various procurement activities are determined</p> <p>2.5 Strategies for briefing potential bidders are included when required, and meet public sector standards and organizational protocols</p>
3. Specify procurement	<p>3.1 Scoping of the requirement is undertaken to identify</p>

requirement	<p>outcomes, objectives and logistics</p> <p>3.2 Standards of performance, incentives, disincentives and performance measures are specified</p> <p>3.3 A statement of requirement is prepared that meets organizational requirements for format and content and is acceptable to stakeholders</p> <p>3.4 The needs of clients and end users are incorporated and the outcome is achievable by potential providers</p> <p>3.5 Planned provider contract arrangements are specified in accordance with policy and guidelines</p>
4. Develop a procurement plan	<p>4.1. The procurement plan is developed in accordance with Government proclamation and procurement directive and procurement requirements</p> <p>4.2. Criteria and process for evaluation of offers are selected to meet legal and policy requirements, and are practical and measurable</p> <p>4.3. Where used, specialist expertise is arranged to evaluate offers and the structure/membership of evaluation panel in accordance with organizational procedures</p> <p>4.4. Practical strategies are selected for informing or debriefing successful and unsuccessful bidders and the market, in accordance with Government proclamation and procurement directive</p>
5. 5.Develop request for offers	<p>5.1 Request for offers and contractual conditions are developed that are suitable for the procurement activity, & are clarified with clients, providers &/or experts as necessary</p> <p>5.2 Request for offers is developed in accordance with a procurement plan, clearly outlines the procurement requirement and meets legal and probity requirements</p> <p>5.3 When possible/appropriate, input on content and structure of request for offer documents is obtained from market</p> <p>5.4 Approvals are obtained to approach the market place in accordance with government proclamation and procurement directive</p> <p>5.5 Records documenting the request, and for seeking, processing and closing of offers, are maintained in accordance with government proclamation and procurement directive</p>

Variable	Range
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Appropriations	<p>may require:</p> <ul style="list-style-type: none"> • compliance with instructions or finance circulars • confirmation by chief financial officer • special consideration if they concern: <ul style="list-style-type: none"> • long-term travel deals • long-term computer deals • long-term lease deals • issuing of indemnities
Suppliers	<p>May include:</p> <ul style="list-style-type: none"> • commercial organisations • other government organisations • commercialised or privatised government organisations • non-profit organizations
Market factors which impact on procurement decisions	<p>May include:</p> <ul style="list-style-type: none"> • structure of and key 'players' in the market • market capability • market maturity • market strength • factors/conditions which may affect supply potential impact of intended contracting activity
Information on sources of supply	<p>May include:</p> <ul style="list-style-type: none"> • buyers guides, supplier brochures and advertisements • purchasing contract awareness service • suppliers' previous histories and files • peer, supplier and customer networks • computer aided purchase of computers • newspapers, journals, bulletins or directories • endorsed suppliers arrangements • Industry Capability Network • Internet
Logistics	<p>May include:</p> <ul style="list-style-type: none"> • phases or stages of the procurement activity • timeframes • payment schedule • targets • outputs • levels of service
Standards of performance	<p>May include:</p> <ul style="list-style-type: none"> • value for money • quality measures • benchmarks • milestones/timeframes • performance indicators
Procurement plan	<p>May include:</p> <ul style="list-style-type: none"> • bid evaluation plan • contract negotiation plan • risk management plan • probity plan • copy of request for offer as agreed and approved for release
Criteria for evaluation	<p>May include:</p> <ul style="list-style-type: none"> • value for money • demonstrated capacity to deliver outcomes

	<ul style="list-style-type: none"> • available expertise • project management expertise to deliver the outcomes on time and within budget • meeting specific policy requirements such as buying locally, environmental sustainability etc • innovation
Specialist expertise	<p>May include:</p> <ul style="list-style-type: none"> • legal • financial • economic • technical • probity
Requests for offers	<p>May include:</p> <ul style="list-style-type: none"> • invitations to submit: • a tender • a proposal • a quotation • an expression of interest
Input may be obtained via Offers	<p>May include:</p> <ul style="list-style-type: none"> • exposure draft of request for offer • tenders • written quotations • proposals • expressions of interest
Offers may be requested and provided using a variety of forms	<p>May include:</p> <ul style="list-style-type: none"> • paper (such as traditional tender documentation) • computer disk • electronic (such as Internet, email, facsimile, Commonwealth Electronic Tendering System)

Evidence Guide	
Critical Aspects of Competence	<p>A person must be able to provide evidence of:</p> <ul style="list-style-type: none"> • Identify the procurement requirements of the organization • To planning procurement activities and specifying the requirement of the organization. • Developing a procurement plan and the formal request for offers.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge on:</p> <ul style="list-style-type: none"> • Commonwealth/State/Territory Government legislation, policies, practices and guidelines relating to requests for offers, including environmental purchasing guidelines • procurement policies, practices and approval processes • probity principles and issues • ethical issues related to developing requests for offers • issues to be considered in the development of request for tenders • aspects of law of contract, laws of tort, trade practices law, commercial law & other legislation relating to requests for offers • equal employment opportunity, equity & diversity principles • public sector legislation including occupational health

	and safety and environment
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • using effective communication with stakeholders, specialists and providers involving oral and written exchanges of sometimes complex information • reading and applying complex documents such as contracts, legislation and guidelines • writing requests for offers which may include complexity of language and style, yet expressed in unambiguous terms • responding to diversity, including gender and disability • applying occupational health and safety and environmental requirements in the context of developing requests for procurement offers
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Monitor a Safe Workplace
Unit Code	EIS POC4 08 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 is 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 are promptly dealt through consultation, in accordance with organizational consultation procedures 2.4. The workgroup is promptly recorded and communicated the outcomes of consultation 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. The costs associated with providing training for work team, for inclusion in financial plans is identified and reported to management
4. Implement and monitor procedures for identifying hazards and assessing risks	4.1. Hazards in work area are identified and reported in accordance with OHS policies and procedures 4.2. Team member hazard reports are promptly prepared in accordance with organizational procedures

<p>5. Implement and monitor organization's procedures for controlling risks</p>	<p>5.1. Procedures to control risks are implemented using the hierarchy of controls and organizational requirements</p> <p>5.2. Inadequacies in existing risk control measures are identified and reported in accordance with the hierarchy of controls</p> <p>5.3. Outcomes of reported inadequacies are monitored, where appropriate, to ensure a prompt organizational response</p>
<p>6. Implement and monitor organization's procedures for maintaining OHS records for the team</p>	<p>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</p> <p>6.2. Aggregate information and data from work area records are used to identify hazards and monitor risk control procedures in work area</p>

Variable	Range		
<p>OHS legislation and codes of practice</p>	<p>may include:</p> <ul style="list-style-type: none"> • 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 		
<p>Organisation's OHS policies, procedures and programs</p>	<p>may include:</p> <ul style="list-style-type: none"> • 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 		
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	<ul style="list-style-type: none"> • use and care of personal protective equipment
Identified hazards and the outcomes of risk assessment	<p>may include:</p> <p>checking equipment before and during work</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <p>attendance of health and safety representatives at management and OHS planning meetings</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <p>consultation with employees and their representatives</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • key provisions of relevant legislation from all levels of government that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➢ anti-discrimination legislation ➢ ethical principles ➢ codes of practice ➢ 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	<ul style="list-style-type: none"> • 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	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Identify Risk and Apply Risk Management Processes
Unit Code	EIS POC4 09 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 for risk management is identified 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 for all risks are identified 3.3. Refer risks relevant to whole of organization or having an impact beyond own work responsibilities and area of operation to others as per established policies and procedures 3.4. Choose and implement control measures for own area of operation and/or responsibilities 3.5. Prepare and implement treatment plans
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: <ul style="list-style-type: none"> • any related projects or organisations • any resources, including physical assets, which are vital to operations

	<ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • contractors • employees • financial managers • insurance agents • managers • public • service providers • suppliers • unions • volunteers 		
Risk categorisation	<p>may include:</p> <ul style="list-style-type: none"> • likelihood of risks: <ul style="list-style-type: none"> ➢ almost certain ➢ likely ➢ possible ➢ unlikely ➢ rare • consequences of risks: <ul style="list-style-type: none"> ➢ insignificant ➢ minor ➢ moderate ➢ major ➢ catastrophic ➢ current control measures 		
Level of risk	<p>may include:</p> <ul style="list-style-type: none"> • low, treated with routine procedures 		
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	<ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • hierarchy of controls: <ul style="list-style-type: none"> ➢ reduction in likelihood of risks ➢ reduction of consequences of risks ➢ retention of risks ➢ risk aversion ➢ transfer of responsibility of risks
Measures of success	<p>may include:</p> <ul style="list-style-type: none"> • costs • reductions in impact • reductions in likelihood • reductions in occurrence

Evidence Guide	
Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ➢ 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	<ul style="list-style-type: none"> • 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	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to</p>

	information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Design and Develop Complex Text Documents
Unit Code	EIS POC4 10 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	<p>1.1. Safe work practices are used to ensure ergonomic, work organization, energy and resource conservation requirements are addressed</p> <p>1.2. Document purpose, audience and presentation requirements are identified, and clarified with relevant personnel as required</p> <p>1.3. Organizational requirements are identified for text-based business documents to ensure consistency of style and image</p> <p>1.4. Complex technical functions of the software are evaluated for their usefulness in fulfilling the requirements of the task</p> <p>1.5. Document requirements are matched with software functions to provide efficient production of documents</p>
2. Design complex documents	<p>2.1. Document structure and layout are designed to suit purpose, audience and information requirements of the task</p> <p>2.2. Document is designed to enhance readability and appearance, and to meet organizational and task requirements for style and layout</p> <p>2.3. Complex software functions are used to enable efficient manipulation of information and other material, and ensure consistency of design and layout</p> <p>2.4. Manuals, user documentation and online help are used to overcome problems with document design and production</p>
3. Add complex tables and other data	<p>3.1. A standard table is inserted into document, changing cells to meet information requirements</p> <p>3.2. Rows and columns are formatted as required</p> <p>3.3. Images and other data, formatting are inserted as required</p>
4. Produce documents	<p>4.1. Complex operations are used in the development of documents, to achieve required results</p>

	<p>4.2. Documents are previewed, adjusted and printed in accordance with organizational and task requirements</p> <p>4.3. Documents are named and stored in accordance with organizational requirements and exit the application without information loss/damage</p> <p>4.4. Documents are prepared within designated time lines and organizational requirements for speed and accuracy</p>
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Variable	Range
Ergonomic requirements	<p>may include:</p> <ul style="list-style-type: none"> • avoiding radiation from computer screens • chair height, seat and back adjustment • document holder • footrest • keyboard and mouse position • lighting • noise minimisation • posture • screen position • workstation height and layout • equipment that is reasonably adjusted to meet personal needs, in appropriate circumstances
Work organisation requirements	<p>may include:</p> <ul style="list-style-type: none"> • exercise breaks • mix of repetitive and other activities • rest periods
Energy and resource conservation requirements	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • MS WordArt • multiple headers and footers • multiple sections • multiple users • primary mail merge documents • subdocuments • templates 		
Organizational requirements	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • balance • diversity • relative positioning of graphics and headings • simplicity • text flow • typography 		
Structure and layout	<p>may include:</p> <ul style="list-style-type: none"> • boxes 		
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	<ul style="list-style-type: none"> • colour • columns • drawing • graphics • headings • letter and memo conventions • page layout • photographs • typeface • white space 		
Consistency of design and layout	<p>may include:</p> <ul style="list-style-type: none"> • annotated references • borders • bullet/number lists • captions • consistency with other business documents • footnotes/endnotes • indentations • page numbers • spacings • typeface styles and point size 		
Formatting rows and column	<p>may include:</p> <ul style="list-style-type: none"> • auto distribute • fills/shading • lines and borders • merge cells • sorting contents • split cell • text direction 		
Other data	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • colour • cropping • layout • position in relation to other text • size 		
Printing	<p>may include:</p> <ul style="list-style-type: none"> • print merge 		
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	<ul style="list-style-type: none"> • print to file • to fit specific number of pages • with comments • with drawing objects • with field codes • with hidden text
Naming and storing documents	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>may include:</p> <ul style="list-style-type: none"> • 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	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • production of text documents using advanced software functions • Application of document design principles.
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to</p>

	information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Plan and Organize Work
Unit Code	EIS POC4 11 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	<p>1.1 Objectives are planned consistent with and linked to work activities in accordance with organizational aims.</p> <p>1.2 Objectives are stated as measurable targets with clear time frames.</p> <p>1.3 Support and commitment of team members are reflected in the objectives.</p> <p>1.4 Realistic and attainable objectives are identified.</p>
2. Plan and schedule work activities	<p>2.1 Tasks/work activities to be completed are identified and prioritized as directed.</p> <p>2.2 Tasks/work activities are broken down into steps in accordance with set time frames and achievable components.</p> <p>2.3 Task/work activities are assigned to appropriate team or individuals in accordance with agreed functions.</p> <p>2.4 Resources are allocated as per requirements of the activity.</p> <p>2.5 Schedule of work activities is coordinated with personnel concerned.</p>
3. Implement work plans	<p>3.1 Work methods and practices are identified in consultation with personnel concerned.</p> <p>3.2 Work plans are implemented in accordance with set time frames, resources and standards.</p>
4. Monitor work activities	<p>4.1 Work activities are monitored and compared with set objectives.</p> <p>4.2 Work performance is monitored.</p> <p>4.3 Deviations from work activities are reported and recommendations are coordinated with appropriate personnel and in accordance with set standards.</p> <p>4.4 Reporting requirements are complied with in accordance with recommended format.</p> <p>4.5 Timeliness of report is observed.</p>
	<p>4.6 Files are established and maintained in accordance with standard operating procedures.</p>

5. Review and evaluate work plans and activities	<p>5.1 Work plans, strategies and implementation are reviewed based on accurate, relevant and current information.</p> <p>5.2 Review is done based on comprehensive consultation with appropriate personnel on outcomes of work plans and reliable feedback.</p> <p>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.</p> <p>5.4 Performance appraisal is conducted in accordance with organization rules and regulations.</p> <p>5.5 Performance appraisal report is prepared and documented regularly as per organization requirements.</p> <p>5.6 Recommendations are prepared and presented to appropriate personnel/authorities.</p> <p>5.7 Feedback mechanisms are implemented in line with organization policies.</p>
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Variable	Range
Objectives	May include but not limited to: <ul style="list-style-type: none"> • Specific • General
Resources	May include but not limited to: <ul style="list-style-type: none"> • Personnel • Equipment and technology • Services • Supplies and materials • Sources for accessing specialist advice • Budget
Schedule of work activities	May include but not limited to: <ul style="list-style-type: none"> • Daily • Work-based • Contractual • Regular
Work methods and practices	May include but not limited to: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Daily work plans • Project plans • Program plans • Resource plans • Skills development plans • Management strategies and objectives
Standards	May include but not limited to: <ul style="list-style-type: none"> • Performance targets

	<ul style="list-style-type: none"> • 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	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Appropriate personnel include: • Management • Line Staff
Feedback mechanisms	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Verbal feedback • Informal feedback • Formal feedback • Questionnaire • Survey • Group discussion

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • set objectives • planned and scheduled work activities • implemented work plans • monitored work activities • reviewed and evaluated work plans and activities
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • 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	<p>Demonstrates skill to:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Migrate to New Technology
Unit Code	EIS POC4 12 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	<p>1.1 Situations are identified where existing knowledge can be used as the basis for developing new skills.</p> <p>1.2 New or upgraded technology skills are acquired and used to enhance learning.</p> <p>1.3 New or upgraded equipment are identified, classified and used where appropriate, for the benefit of the organization.</p>
2. Apply functions of technology to assist in solving organizational problems	<p>2.1 Testing of new or upgraded equipment is conducted according to the specification manual.</p> <p>2.2 Features of new or upgraded equipment are applied within the organization</p> <p>2.3 Features and functions of new or upgraded equipment are used for solving organizational problems</p> <p>2.4 Sources of information relating to new or upgraded equipment are accessed and used</p>
3. Evaluate new or upgraded technology performance	<p>3.1 New or upgraded equipment is evaluated for performance, usability and against OHS standards.</p> <p>3.2 Environmental considerations are determined from new or upgraded equipment.</p> <p>3.3 Feedback is sought from users where appropriate.</p>

Variables	Range
Environmental Considerations	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> recycling, safe disposal of packaging (e.g. cardboard, polystyrene, paper, plastic) and correct disposal of waste materials by an authorized body

Feedback	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • surveys, • questionnaires, • interviews and meetings.
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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	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • 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	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"> • 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	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Establish Quality Standards
Unit Code	EIS POC4 12 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

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

Variable	Range
Sourced	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • End-users • Customers or stakeholders
Legislated requirements	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • Verification of product quality as part of consumer legislation or specific legislation related to product content or composition.
Safety procedures.	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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-to-day 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: Purchasing Operations Coordination Level IV	
Unit Title	Develop Individuals and Team
Unit Code	EIS POC4 14 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	<p>1.1 Learning and development needs are systematically identified and implemented in line with organizational requirements</p> <p>1.2 Learning plan to meet individual and group training and developmental needs is collaboratively developed and implemented</p> <p>1.3 Individuals are encouraged to self-evaluate performance and identify areas for improvement</p> <p>1.4 Feedback on performance of team members is collected from relevant sources and compared with established team learning process</p>
2. Foster individual and organizational growth	<p>2.1 Learning and development program goals and objectives are identified to match the specific knowledge and skills requirements of Competence standards</p> <p>2.2 Learning delivery methods are made appropriate to the learning goals, the learning style of participants and availability of equipment and resources</p> <p>2.3 Workplace learning opportunities and coaching/ mentoring assistance are provided to facilitate individual and team achievement of competencies</p> <p>2.4 Resources and timelines required for learning activities are identified and approved in accordance with organizational requirements</p>
3. Monitor and evaluate workplace learning	<p>3.1 Feedback from individuals or teams is used to identify and implement improvements in future learning arrangements</p> <p>3.2 Outcomes and performance of individuals/teams are assessed and recorded to determine the effectiveness of development programs and the extent of additional support</p> <p>3.3 Modifications to learning plans are negotiated to improve the efficiency and effectiveness of learning</p> <p>3.4 Records and reports of competence are maintained within organizational requirement</p>

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

Variable	Range
Learning and development needs	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • 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	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • Quality assurance and/or procedures manuals • Goals, objectives, plans, systems and processes • Legal and organizational policy/guidelines and requirements • Safety policies, procedures and programs • Confidentiality and security requirements • Business and performance plans • Ethical standards • Quality and continuous improvement processes and standards
Feedback on performance	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • 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	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • On the job coaching or monitoring • Problem solving

	<ul style="list-style-type: none"> • Presentation/demonstration • Formal course participation • Work experience and involvement in professional networks • Conference and seminar attendance
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Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • identified and implemented learning opportunities for others • gave and received feedback constructively • facilitated participation of individuals in the work of the team • negotiated plans to improve the effectiveness of learning • prepared learning plans to match skill needs • accessed and designated learning opportunities
Underpinning Knowledge and Attitude	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • 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	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • 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	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>

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

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Utilize Specialized Communication Skills
Unit Code	EIS POC4 15 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	<p>4.1 Mechanisms which enhance effective group interaction are defined and implemented</p> <p>4.2 Strategies which encourage all group members to participate are used routinely</p> <p>4.3 Objectives and agenda are routinely set and followed for meetings and discussions</p> <p>4.4 Relevant information are provided to group to facilitate outcomes</p> <p>4.5 Evaluation of group communication strategies is undertaken to promote participation of all parties</p> <p>4.6 Specific communication needs of individuals are identified and addressed</p>
5. Conduct interview	<p>5.1 A range of appropriate communication strategies are employed in interview situations</p> <p>5.2 Different types of interview is conducted in accordance with the organizational procedures</p> <p>5.3 Records of interviews are made and maintained in accordance with organizational procedures</p> <p>5.4 Effective questioning, listening and nonverbal communication techniques are used to ensure that required message is communicated</p>

Variable	Range		
Strategies	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • Recognizing own limitations • Utilizing techniques and aids • Providing written drafts • Verbal and non verbal communication 		
Effective group interaction	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • 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	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • Establish rapport • obtain facts and information • Facilitate resolution of issues • Develop action plans • Diffuse potentially difficult situation 		
Types of Interview	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • Related to staff issues 		
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	<ul style="list-style-type: none"> • Routine • Confidential • Evidential • Non-disclosure • Disclosure
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Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • communication process • dynamics of groups and different styles of group leadership • communication skills relevant to client groups
Underpinning Skills	Demonstrates skills to: <ul style="list-style-type: none"> • full range of communication techniques including: <ul style="list-style-type: none"> ➤ 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: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Manage and Maintain Small/Medium Business Operations
Unit Code	EIS POC4 16 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

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

Variable	Range
Resources	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • staff • money • time • equipment • space
Business goals	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • sales targets • budgetary targets • team and individual goals • production targets • reporting deadlines
Problem solving techniques	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • 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	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • 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	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • staff and colleagues
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	<ul style="list-style-type: none"> • management, supervisors, advisors or head office • relevant professionals such as lawyers, accountants, management consultants • professional associations
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Evidence Guide	
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Critical Aspects of Competence	<p>A person must be able to demonstrate:</p> <ul style="list-style-type: none"> • ability to identify daily work requirements and allocate work appropriately • ability to interpret financial documents in accordance with legal requirements
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Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • 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
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Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • 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
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Resource Implications	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to
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	information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Purchasing Operations Coordination Level IV	
Unit Title	Manage Continuous Improvement System
Unit Code	EIS POC4 17 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	<p>1.1 Strategies are established to monitor and evaluate performance of key systems and processes</p> <p>1.2 Detailed analyses of supply chains, operational and product/service delivery systems is undertaken</p> <p>1.3 Performance measures, and assessment tools and techniques are identified, and their effectiveness is evaluated</p> <p>1.4 Performance reports and variance are analyzed from plans for all key result areas of the organization</p> <p>1.5 Changing trends and opportunities relevant to the organization are identified and analyzed</p> <p>1.6 Advice is sought from specialists, where appropriate, to identify technology and electronic commerce opportunities</p>
2. Develop options for continuous improvement	<p>2.1 Groups are briefed on performance improvement strategies and innovation as an essential element of competition</p> <p>2.2 Creative climate and organizational learning are fostered through the promotion of interaction within and between work groups</p> <p>2.3 New ideas and entrepreneurial behavior are encouraged, tested and recognized where successful</p> <p>2.4 Failure of an idea is accepted during trialing, and success are recognized, celebrated and embedded into systems</p> <p>2.5 Risk management and cost benefit analyses are undertaken for each option/idea approved for trial</p> <p>2.6 Innovations are approved through agreed organizational processes</p>
3. Implement innovative processes	<p>3.1 Sustainability/continuous improvement is promoted as an essential part of doing business</p>

	<p>3.2 Impact of change and consequences are addressed for people, and transition plans are implemented</p> <p>3.3 Objectives, timeframes, measures and communication plans are ensured in place to manage implementation</p> <p>3.4 Contingency plans are implemented in the event of non-performance</p> <p>3.5 Failure is followed-up by prompt investigation and analysis of causes</p> <p>3.6 Emerging challenges and opportunities are managed effectively</p> <p>3.7 Continuous improvement systems and processes are evaluated regularly</p> <p>3.8 Costs and benefits of innovations and improvements are communicated to all relevant groups and individuals</p>
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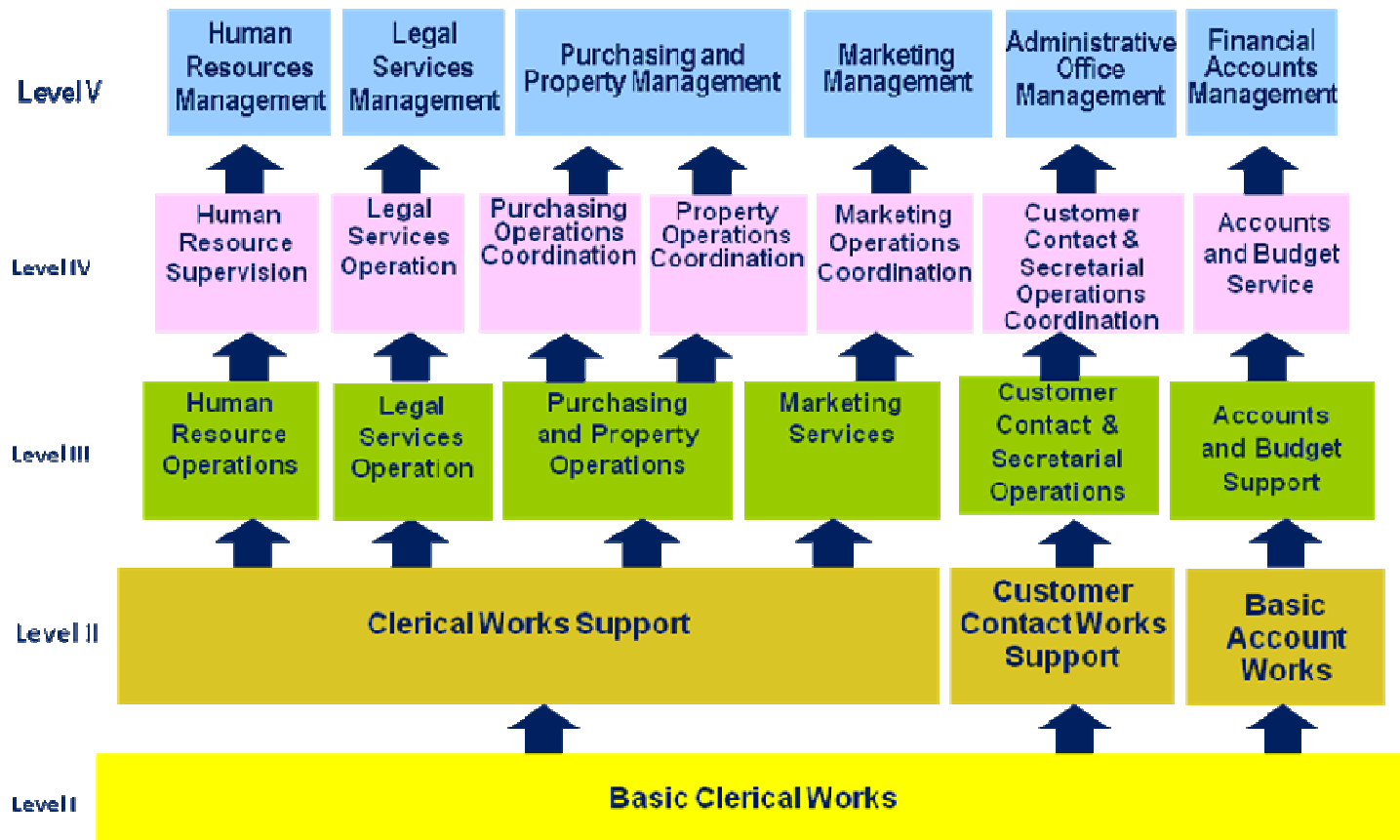
Variable	Range		
Supply chains	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • network of facilities that procures raw materials, transforms them into intermediate products or services and then finished goods or service, and delivers them through a distribution system • procurement, production and distribution, viewed as interlinked not as discrete elements 		
Performance reports	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • budget or cost variance • customer service • environmental • financial • OHS • quality • other operating parameters 		
Sustainability/continuous improvement	<p>May include but is not limited to:</p> <ul style="list-style-type: none"> • addressing environmental and resource sustainability initiatives, such as environmental management systems, action plans, green office programs, surveys and audits • 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 		
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	<ul style="list-style-type: none"> • 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
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Evidence Guide			
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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:		
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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Sector: Economic Infrastructure
Sub-Sector: Business and Finance



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