

Federal Democratic Republic of Ethiopia  
OCCUPATIONAL STANDARD



# BAMBOO PROCESSING SUPERVISION



NTQF Level IV



*Ministry of Education  
April 2011*

## 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, NTQF level
- Unit code
- Unit title
- Unit descriptor
- Elements and Performance criteria
- Variables and Range statement
- Evidence guide

Together all the parts of a Unit of Competence guide the assessor in determining whether the candidate is competent.

The ensuing sections of this EOS document comprise a description of the respective occupation with all the key components of a Unit of Competence:

- chart with an overview of all Units of Competence for the respective level including the Unit Codes and 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

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## UNIT OF COMPETENCE CHART

Occupational Standard: Bamboo Processing Supervision		
Occupational Code: IND BPS4 0411		
<b>NTQF Level IV</b>		
<a href="#">IND BPS4 01 0411</a> Plan and Organize Work Activities	<a href="#">IND BPS4 02 0411</a> Supervise Work Routines and Staff Performance	<a href="#">IND BPS4 03 0411</a> Analyze and Interpret Production/Service Data
<a href="#">IND BPS4 04 0411</a> Design and Implement Product Handling System	<a href="#">IND BPS4 05 0411</a> Implement and Monitor the Enterprise OHS Programs	<a href="#">IND BPS4 06 0411</a> Implement and Monitor Environmental Policies
<a href="#">IND BPS4 07 0411</a> Implement and Monitor Property Improvement Plan	<a href="#">IND BPS4 08 0411</a> Manage Product Presentation	<a href="#">IND BPS4 09 0411</a> Utilize Specialized Communication Skills
<a href="#">IND BPS4 10 0411</a> Establish Quality Standards	<a href="#">IND BPS4 11 0411</a> Develop Teams and Individuals	<a href="#">IND BPS4 12 0411</a> Migrate to New Technology
<a href="#">IND BPS4 13 0411</a> Manage and Maintain Small and Medium Business Operation	<a href="#">IND BPS4 14 1012</a> Manage Continuous Improvement System	

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Plan and Organize Work Activities
Unit Code	<a href="#">IND BPS4 01 0411</a>
Unit Descriptor	This unit covers the knowledge, skills and attitude required in planning and organizing work. It may be applied to a small independent operation or to a section of a large organization.

Element	Performance Criteria
1. Set objectives	<p>1.1 <b>Objectives</b> are 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 achievable components in accordance with set time frames</p> <p>2.3 <b>Resources</b> are allocated as per requirements of the activity</p> <p>2.4 <b>Schedule of work activities</b> is coordinated with personnel concerned</p>
3. Implement work plans	<p>3.1 <b>Work methods and practices</b> are identified in consultation with personnel concerned</p> <p>3.2 <b>Work plans</b> are implemented in accordance with set time frames, resources and <b>standards</b></p>
4. Monitor work activities	<p>4.1 Work activities and work performance are monitored and compared with set objectives</p> <p>4.2 Deviations from work activities are reported and recommendations are coordinated with appropriate personnel and in accordance with set standards</p> <p>4.3 Reporting requirements are complied with in accordance with recommended format</p> <p>4.4 Observe timeliness of report</p> <p>4.5 Files are established and maintained in accordance with standard operating procedures</p>

<p>5. Review and evaluate work plans and activities</p>	<p>5.1 Work plans, strategies and implementation are reviewed based on accurate, relevant and current information</p> <p>5.2 Review is 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 <b>appropriate personnel/authorities</b></p> <p>5.7 <b>Feedback mechanisms</b> are implemented in line with organization policies</p>
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Variable	Range		
Objectives	<ul style="list-style-type: none"> <li>• Specific</li> <li>• General</li> </ul>		
Resources	<ul style="list-style-type: none"> <li>• Personnel</li> <li>• Equipment and technology</li> <li>• Services</li> <li>• Supplies and materials</li> <li>• Sources for accessing specialist advice</li> <li>• Budget</li> </ul>		
Schedule of work activities	<ul style="list-style-type: none"> <li>• Daily</li> <li>• Work-based</li> <li>• Contractual</li> <li>• Regular</li> <li>• Confidential</li> <li>• Disclosure / Non-disclosure</li> </ul>		
Work methods and practices	<ul style="list-style-type: none"> <li>• Work methods and practices may include but not limited to:</li> <li>• Legislated regulations and codes of practice</li> <li>• Industry regulations and codes of practice</li> <li>• Occupational health and safety practices</li> </ul>		
Work plans	<ul style="list-style-type: none"> <li>• Daily work plans</li> <li>• Project plans</li> <li>• Program plans</li> <li>• Organization strategic and restructuring plans</li> <li>• Resource plans</li> <li>• Skills development plans</li> <li>• Management strategies and objectives</li> </ul>		
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Standards	<ul style="list-style-type: none"> <li>• Performance targets</li> <li>• Performance management and appraisal systems</li> <li>• Occupational standards and safety standards</li> <li>• Employment contracts</li> <li>• Client contracts</li> <li>• Discipline procedures and Internal quality assurance</li> <li>• Internal and external accountability and auditing requirements</li> </ul>
Appropriate personnel/ authorities	<ul style="list-style-type: none"> <li>• Appropriate personnel include:</li> <li>• Management</li> <li>• Line Staff</li> </ul>
Feedback mechanisms	<ul style="list-style-type: none"> <li>• Feedback mechanisms include:</li> <li>• Verbal feedback</li> <li>• Informal feedback</li> <li>• Formal feedback</li> <li>• Questionnaire</li> <li>• Survey</li> <li>• Group discussion</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• set objectives</li> <li>• planned and scheduled work activities</li> <li>• implemented work plans</li> <li>• monitored work activities</li> <li>• reviewed and evaluated work plans and activities</li> </ul>
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> <li>• Organization's strategic plan, policies rules and regulations, laws and objectives for work unit activities and priorities</li> <li>• Organizations policies, strategic plans, guidelines related to the role of the work unit</li> <li>• Team work and consultation strategies</li> </ul>
Underpinning Skills	<ul style="list-style-type: none"> <li>• Leading</li> <li>• Planning, Organizing and Coordinating</li> <li>• Communication Skills</li> <li>• Inter-and intra-person/motivation skills</li> <li>• Presentation skills</li> </ul>
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• Workplace or fully equipped location with necessary tools and equipment as well as consumable materials</li> </ul>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written exam</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context for Assessment	<p>Competence may be assessed in the workplace or in simulated work</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Supervise Work Routines and Staff Performance
Unit Code	<a href="#">IND BPS4 02 0411</a>
Unit Descriptor	This competency standard covers the functions associated with the coordination and direction of staff. It requires the application of skills and knowledge to provide information and guidance to personnel in the conduct of their duties, facilitates staff discussions and agreements, and provides constructive evaluation to staff members. The work functions associated with this standard would usually be undertaken independently and with minimal reporting requirements.

Elements	Performance Criteria
1. Communicate work roles	<p>1.1 <b>Roles and responsibilities</b> of staff are clearly defined and documented.</p> <p>1.2 Skills of staff are accurately identified and matched with available tasks and duties.</p> <p>1.3 Requirements of jobs are clearly identified and communicated to personnel.</p> <p>1.4 Information on activities are developed and provided to personnel.</p> <p>1.5 <b>OHS</b> policy and procedures are effectively communicated and implemented.</p>
2. Coordinate activities	<p>2.1 Work activities are prioritized to ensure completion of outcomes in accordance with available timelines.</p> <p>2.2 Work plans are developed to establish appropriate targets and objectives of activities.</p> <p>2.3 <b>Training and learning opportunities</b> are identified and incorporated into work activities.</p> <p>2.4 Supervisory and reporting responsibilities are clear and maintained in line with organizational requirements.</p> <p>2.5 Enterprise <b>environmental</b> policy and procedures are effectively communicated and implemented.</p>
3. Maintain effective working relations	<p>3.1 Problems are recognized and addressed through discussion with work group.</p> <p>3.2 Assistance is sought from work group members when difficulties arise in achieving allocated tasks.</p> <p>3.3 Discussion and information sharing is routinely used to communicate requirements of work activities through a participative approach.</p>

	3.4 Disagreements and conflicts are managed constructively using appropriate conflict management strategies.
4. Provide feedback	<p>4.1 Feedback is clear, constructive and provided promptly to individuals to support achievement of outcomes.</p> <p>4.2 <b>Difficult situations</b> are identified and negotiated to achieve results in line with organizational requirements.</p> <p>4.3 Team and individual performances are monitored regularly to ensure personnel are able to achieve goals.</p> <p>4.4 <b>Supervisory structures</b> and lines of reporting are maintained in accordance with organizational requirements.</p>

Variable	Range
Roles and responsibilities	<ul style="list-style-type: none"> <li>Duty statements, work plans, defined areas of decision-making, job description and employment arrangements, team structures, supervision and accountability requirements, and enterprise policy compliance.</li> </ul>
OHS requirements	<ul style="list-style-type: none"> <li>Systems and procedures for the safe operation and maintenance of machinery and equipment.</li> <li>Assessment of hazards and appropriate control Measures</li> <li>Procedures for safe lifting, carrying and manual handling.</li> <li>Safe systems and procedures for the handling and storage of hazardous substances, and grain.</li> <li>The appropriate use, maintenance and storage of personal protective clothing and equipment.</li> <li>Accident/incident investigation.</li> <li>Working at heights and confined spaces.</li> <li>Safe systems and procedures for outdoor work, basic first aid procedures.</li> <li>Personal hygiene standards.</li> <li>Protection from hazardous noise.</li> <li>Mechanical vibration.</li> </ul>
Training and learning opportunities	<ul style="list-style-type: none"> <li>Coaching, mentoring and/or supervision, formal and informal learning programs, internal and external training, provision of work experience and exchange opportunities, personal study and career planning and development, performance appraisals, workplace skills assessment, recognition of prior learning, and self assessment.</li> </ul>
Positive environmental practices	<ul style="list-style-type: none"> <li>Measures to reduce excessive noise and exhaust emissions, the safe use and disposal of hazardous substances and debris associated with machinery and</li> </ul>



	equipment, effective water re-use systems and effluent disposal systems, the incorporation of organic matter into the soil, and measures to avoid soil disturbance associated with machinery operation and the protection of ground cover in holding or confined areas with high density animal activity.
Difficult situations	<ul style="list-style-type: none"> <li>Conflicts in priorities, resource constraints, lack of information, supplier delays, and differences in opinion, interpersonal conflict, hazardous events, time constraints, and shortfalls in expected outcomes.</li> </ul>
Supervisory structures	<ul style="list-style-type: none"> <li>Coach/mentor, supervisor or manager, and work colleagues.</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<ul style="list-style-type: none"> <li>Competence to supervise work routines and staff performance requires evidence of the ability to implement roles and responsibilities to efficiently and effectively achieve work activities within set timeframes.</li> <li>It involves the ability to communicate information and instructions, prioritize and schedule work activities, determine and implement training requirements, evaluate staff performance, and provide constructive feedback</li> </ul>
Underpinning Knowledge and Attitudes	<p>The knowledge requirements for this competency standard are listed below:</p> <ul style="list-style-type: none"> <li>Enterprise personnel processes.</li> <li>Enterprise organizational structure and responsibilities.</li> <li>Techniques for building trust and relationships.</li> <li>Principles of team work and negotiation.</li> <li>Performance appraisal systems and procedures.</li> <li>Principles of time management.</li> <li>Conflict management techniques.</li> <li>Enterprise training requirements and processes.</li> <li>Relevant State/Territory legislation, regulations and Codes of Practice with regard to workplace OHS, environmental protection, and the use and control of hazardous substances and machinery and equipment.</li> <li>Hazard identification, assessment and control.</li> </ul>
Underpinning Skills	<p>These include the ability to:</p> <ul style="list-style-type: none"> <li>Supervise and instruct staff to achieve work activities.</li> <li>Delegate and allocate tasks.</li> <li>Assess and evaluate staff competency.</li> <li>Identify and provide training requirements.</li> <li>Plan and monitor ongoing training needs.</li> <li>Plan timesheets and timetables to meet deadlines.</li> <li>Demonstrate effective time management.</li> <li>Demonstrate safe workplace and environmentally</li> </ul>

	<p>responsible practices.</p> <ul style="list-style-type: none"> <li>• Solve problems (staffing, resources).</li> <li>• Communicate information and instructions, provide feedback and prepare reports and performance appraisals.</li> <li>• Calculate timesheets and measure productivity.</li> </ul>
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• Workplace or fully equipped assessment location with necessary tools and equipment as well as consumable materials</li> <li>• Approved assessment tools</li> <li>• Certified assessor /Assessor's panel</li> </ul>
Methods of Assessment	<p>Competence should be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Demonstration/Observation with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence assessment may occur in workplace or any appropriate simulated environment</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Analyze and Interpret Production/Service Data
Unit Code	<a href="#">IND BPS4 03 0411</a>
Unit Descriptor	This competency standard covers the process of analyzing and interpreting data bamboo processing and derivatives production. It requires the ability to collect and organize production data, analyze, interpret and present data. Analyzing and interpreting data for production requires knowledge of the relevant legislation, industry and enterprise codes of practice, enterprise record keeping and recording practices, methods to collect and analyze production data, business equipment and principles of report writing and data presentation

Element	Performance Criteria
1. Collect and organize production data	<p>1.1 Information is collected and organized in a format suitable for analysis and interpretation in accordance with <b>enterprise requirements</b>.</p> <p>1.2 Information held by the production unit is assessed for accuracy and relevance in line with enterprise requirements.</p> <p>1.3 Methods of collecting data are reliable and make efficient use of resources in accordance with organizational requirements.</p> <p>1.4 <b>Business equipment</b> is used to access, organize and monitor data in accordance with organizational requirements.</p> <p>1.5 Information is updated, modified, maintained and stored in accordance with organizational requirements</p>
2. Analyze and interpret data	<p>2.1 Objectives of analysis are clearly defined and consistent with enterprise requirements.</p> <p>2.2 Methods of <b>data analysis</b> are reliable and suitable to research purposes.</p> <p>2.3 Assumptions used in analyses are clear, justified and consistent with enterprise objectives.</p> <p>2.4 Conclusions are supported by evidence and contribute to the achievement of business objectives</p>
3. Present data	<p>3.1 Data are prepared in an appropriate format, style and structure using suitable business technology.</p> <p>3.2 Structure and format of reports are clear and conform to enterprise requirements.</p>

	<p>3.3 Findings are reported and distributed in accordance with enterprise requirements.</p> <p>3.4 Feedback and comments on suitability and sufficiency of findings is obtained in accordance with enterprise requirements.</p>
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Variables	Range
Enterprise requirements	Quality assurance and/or procedures manuals, environmental certificates requirements, procedures for updating records, OHS policies, procedures and programs, production plans, systems and processes, and defined resource parameters
Business equipment	Photocopier, computer (including handheld electronic loggers), email, internet, software programs, answering machine, fax machine, telephone and radio communication systems
Data analysis	Feedback on results, review of previous data and production figures, peer review, data sampling and statistical analysis

Evidence Guide	
Critical Aspects of Competence	<ul style="list-style-type: none"> <li>Competence in analyzing and interpreting intensive production data requires evidence that production data has been successfully and appropriately collected, analyzed and maintained according to enterprise requirements.</li> <li>The skills and knowledge required to analyze and interpret intensive production data must be transferable to a range of work environments and contexts. For example, this could include different enterprises, data collection methods and production systems</li> </ul>
Underpinning Knowledge and Attitudes	<p>The knowledge requirements for this unit are listed below:</p> <ul style="list-style-type: none"> <li>the relevant legislation, industry and enterprise codes of practice and quality assurance procedures that impact on intensive production</li> <li>knowledge of enterprise record keeping and recording practices</li> <li>knowledge of enterprise policies and procedures relating to collection, analysis and maintenance of production data</li> <li>methods to collect and analyze production data</li> <li>data management systems and methods</li> <li>business equipment</li> <li>principles of report writing and data presentation</li> </ul>
Underpinning Skills	<p>These skills include the ability to:</p> <ul style="list-style-type: none"> <li>collect and organize production data</li> <li>analyze and interpret data</li> </ul>

	<ul style="list-style-type: none"> <li>• present data</li> </ul>
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• Workplace or fully equipped assessment location with necessary tools and equipment as well as consumable materials</li> <li>• Approved assessment tools</li> <li>• Certified assessor /Assessor's panel</li> </ul>
Methods of Assessment	<p>Competence should be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Demonstration/Observation with Oral Questioning</li> </ul>
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Design and Implement Products Handling System
Unit Code	<a href="#">IND BPS4 04 0411</a>
Unit Descriptor	This competence standard covers the application of knowledge, skills and attitude in the process of identifying the relevant key factors in the design and implementation of products handling systems to meet year round needs, given fluctuating seasonal conditions and inputs. It includes the skills to maintain the design and implement post harvest management systems and a demonstrated knowledge of the planning process including the variables that affect the correct selection of this system.

Elements	Performance Criteria
1. Identify bamboo products and by products handling requirements	<p>1.1 Maximum peak flow of bamboo products and derivatives delivery is measured and recorded.</p> <p>1.2 Handling equipments and their quality are checked timely against design specifications.</p> <p>1.3 Available bamboo products and derivatives handling system is compared to design requirements and suitable systems.</p> <p>1.4 Relevant legislation including OHS and <b>human health requirements</b> is identified and compliance targets established.</p> <p>1.5 Handling system requirements are identified in line with installed system and available resources.</p> <p>1.6 Bamboo products and derivatives production together with projected production increases is estimated in line with the available operation management plan.</p> <p>1.7 <b>Materials and Equipment selection</b> is made to meet the product requirements for bamboo products and derivatives collection routines.</p>
2. Determine bamboo products handling systems	<p>2.1 Available bamboo products handling systems are identified and <i>analysed</i> in line with product requirements for quality and quantity.</p> <p>2.2 Components of the bamboo products and derivatives handling systems requirements are identified to meet standard industry guidelines</p> <p>2.3 <b>OHS hazards</b> are identified and risks assessed in line with workplace OHS and industry standards and reported to the supervisor.</p>

	2.4 Suitable <b>personal protective system</b> (PPE) is selected and checked prior to use.
3. Install bamboo products and by products handling equipments	<p>3.1 Handling equipment and other components system are installed in line with established system design and industry standards.</p> <p>3.2 <b>Commissioning tests</b> are completed as required to ensure that the operation of all elements of the handling systems system complies with performance targets and bamboo products and derivatives supply quality standards.</p>
4. Operate and maintain bamboo products and derivatives handling system	<p>4.1 <b>Routine maintenance program</b> requirements are completed in line with manufacturers' recommendations.</p> <p>4.2 Repair and service requirements including operational faults are identified as a structured part of maintenance routines.</p>

Variable	Range
Human health requirements	<ul style="list-style-type: none"> <li>All operations concerned with the human food chain need to undertake reasonable duty of care with regard to human health.</li> <li>State Health Legislation will provide guidance for the design and construction of animal product handling facilities.</li> </ul>
Materials and equipment selection may include	<ul style="list-style-type: none"> <li>Selection needs to consider in handling bamboo products and derivatives</li> </ul>
Bamboo products may include but not limited to:	<ul style="list-style-type: none"> <li>Bamboo Poles, Floor boards, OSB, Sticks (Toothpicks, incense sticks..) Bamboo Curtain</li> </ul>
OHS hazards	<ul style="list-style-type: none"> <li>OHS hazards include: hazards of plant and machines, hot water, noise, electrical and ergonomic hazards.</li> <li>An awareness of the human health issues associated with the operation of cooling towers should also be considered.</li> </ul>
Personal Protective System ( PPE)	<ul style="list-style-type: none"> <li>Boots</li> <li>sunhats</li> <li>sunglass</li> <li>gown</li> <li>overalls</li> <li>raincoat</li> <li>gloves</li> </ul>

Commissioning test	Commissioning test may be a mandatory requirement by the bamboo products factory to provide both the bamboo farmer and the manufacturer of the operating efficiency of the system.
Routine maintenance program	Routine maintenance programs may include service and cleaning of fans and fins on refrigeration units together with the checking and replacement of drive belts, the servicing of compressors and ensuring correct thermostat settings and operation.

<b>Evidence Guide</b>	
Critical Aspects of Competence	Assessment requires the application of knowledge, skills and attitude in the process of identifying the relevant key factors in the design and implementation of products handling systems to meet year round needs, given fluctuating seasonal conditions and inputs. The knowledge and skills have to be applied to select the optimum installation to suit the type of bamboo products handling systems.
Underpinning Knowledge and Attitude	Demonstrates knowledge of: <ul style="list-style-type: none"> <li>• Bamboo products and derivatives handling systems.</li> <li>• Basic principles of bamboo products and derivatives storage, processing and preservation techniques.</li> <li>• The effect of different handling systems on bamboo products and derivatives quality</li> <li>• Available bamboo products and derivatives handling systems</li> <li>• The requirements of factory based bamboo products and derivatives quality assurance programs</li> <li>• Industry recognised bamboo and derivatives handling system standards</li> <li>• Relevant OHS issues relating to handling systems of bamboo products and derivatives</li> <li>• Relevant legislation relating to bamboo products and derivatives handling systems</li> <li>• Planning process including the variables that affect the correct selection of this system</li> <li>• Applicable human health standards requirements.</li> </ul>
Underpinning Skills	These skills include the ability to: <ul style="list-style-type: none"> <li>• Select and implement the best bamboo products and derivatives handling systems</li> <li>• Recognise and rectify operational faults in bamboo products and derivatives handling systems</li> <li>• Perform tests on bamboo products handling equipments and materials</li> <li>• Supervise the installation and repair of handling equipments</li> </ul>



	<ul style="list-style-type: none"> <li>• Maintain the design and implement post harvest management systems</li> <li>• Communicate and coordinate the working groups effectively and efficiently.</li> </ul>
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• Workplace or fully equipped assessment location with necessary tools and system as well as consumable materials</li> <li>• Approved assessment tools</li> <li>• Certified assessor /Assessor's panel</li> </ul>
Method of Assessment	<p>Competence should be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Demonstration/Observation with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence assessment may occur in workplace or any appropriate simulated environment</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Implement and Monitor Enterprise OHS Program
Unit Code	<a href="#">IND BPS4 05 0411</a>
Unit Descriptor	This competence standard covers the process of implementing and monitoring the enterprise OHS program. It requires the ability to provide information to the work group about OHS, facilitate the participation of workers, implement and monitor enterprise procedures for identifying hazards and assessing and controlling risks, dealing with emergencies and hazardous events, and maintain occupational health and safety records.

Elements	Performance Criteria
1. Provide information about occupational health and safety	<p>1.1 Relevant provisions of OHS legislation and Codes of Practice are accurately and clearly explained to the work group.</p> <p>1.2 Information on enterprise OHS policies, procedures and programs is provided in a readily accessible manner, and is accurately and clearly explained to the work group.</p> <p>1.3 Information about identified <b>hazards</b> and the outcomes of risk assessment and control procedures is regularly provided, and is accurately and clearly explained to the work group.</p>
2. Facilitate the participation of workers in OHS observance and decision-making	<p>2.1 Enterprise procedures for consultation over OHS issues are implemented and monitored to ensure that all members of the work group have the opportunity to contribute.</p> <p>2.2 Procedures whereby workers report OHS hazards, risks are assessed and action taken to <b>control risks</b>, are clearly described to the work group.</p> <p>2.3 Issues raised through consultation are dealt with and resolved promptly, or referred to the appropriate personnel for resolution in accordance with workplace procedures for issue resolution.</p> <p>2.4 The outcomes of consultation over OHS issues are promptly communicated to the work group.</p>

<p>3. Implement and monitor enterprise procedures for identifying hazards and assessing and controlling risks</p>	<p>3.1 Existing and potential hazards which are identified are reported so that adequate risk assessment and effective control measures are implemented.</p> <p>3.2 Work procedures to control OHS risks are implemented by the work group and regular monitoring occurs to ensure ongoing adherence and effectiveness of risk control.</p> <p>3.3 Inadequacies in existing risk control measures are identified in accordance with the <b>hierarchy of control</b>, and reported to designated personnel/management.</p> <p>3.4 Inadequacies in allocation of resources to ensure safe work practice are identified and reported to management.</p> <p>3.5 Existing risk control measures are monitored and results reported regularly in accordance with workplace procedures.</p>
<p>4. Implement workplace procedures for dealing with emergencies and hazardous events</p>	<p>4.1 Workplace procedures for dealing with OHS emergencies are implemented where necessary to ensure that prompt and <b>effective control</b> action is taken.</p> <p>4.2 OHS emergencies are <b>reported</b> in accordance with established enterprise procedures.</p> <p>4.3 Control measures to prevent recurrence and minimize risk of emergencies and hazardous events are implemented based on the hierarchy of control, or alternatively, referred to designated personnel for implementation.</p>
<p>5. Implement and monitor enterprise procedures for providing OHS training</p>	<p>5.1 OHS induction and training needs are identified accurately, specifying the gaps between OHS competencies required and those held by the work group.</p> <p>5.2 Arrangements are made for meeting identified OHS training needs in both on and off-the-job training programs in consultation with relevant parties.</p>
<p>6. Implement and monitor enterprise procedures for maintaining occupational health and safety records</p>	<p>6.1 OHS records for work area are accurately and legibly completed in accordance with workplace requirements for OHS records, and legal requirements for the maintenance of records of occupational hazards, risk control, injury and disease events.</p> <p>6.2 Aggregate information from OHS records is used to identify hazards and monitor risk control procedures within work area according to enterprise procedures and within scope of responsibilities.</p>

Variable	Range
Hazards	<ul style="list-style-type: none"> <li>• Hazards in the workplace (e.g., uneven surfaces, confined spaces, heights),</li> <li>• Hazardous manual handling tasks,</li> <li>• Hazards associated with machinery,</li> <li>• Risks associated with plants and animals,</li> <li>• Risks associated with bystanders, plants, animal and the environment, levels of health and fitness,</li> <li>• Hazards for which personal protective clothing or equipment is required.</li> </ul>
Control Risks	<ul style="list-style-type: none"> <li>• General duty of care,</li> <li>• requirements for maintenance and confidentiality of records of occupational injury and disease,</li> <li>• requirements for records relating to hazardous substances in the workplace,</li> <li>• confined space entry,</li> <li>• fall protection,</li> <li>• workplace inspections for hazards,</li> <li>• personal protective equipment,</li> <li>• provision of information and induction and training,</li> <li>• regulations and Codes of Practice including those relating to plant, hazardous substances, manual handling, noise, issue resolution, health and safety representatives and occupational health and safety committees in the larger enterprises.</li> </ul>
Implement And Monitor	<ul style="list-style-type: none"> <li>• Supervision of the application of occupational health and safety principles and conformity with relevant legislation and Codes of Practice in each state, incident investigations, regular inspections, training records, accident and dangerous occurrence record analysis including the duties and responsibilities of all parties.</li> </ul>
Hierarchy Of Control	<ul style="list-style-type: none"> <li>• The preferred order of risk control measures.</li> </ul>
Effective Control	<ul style="list-style-type: none"> <li>• The communication of the location, incident investigations, and directions to emergency personnel.</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>• Supervisor, enterprise, Work cover or appropriate authorities may establish reporting protocols.</li> </ul>

Evidence Guide	
Critical Aspects of Competence	<ul style="list-style-type: none"> <li>• Communicating ideas and information Provide regular updates on outcomes of risk assessment and control procedures.</li> <li>• Collecting analyzing and organizing information with hazard audits in the workplace, implementing relevant OHS procedures, analysis of accident/incident records,</li> </ul>

	<p>and providing accessible information on enterprise OHS policies, procedures and programs.</p> <ul style="list-style-type: none"> <li>• Planning and organizing activities by organizing meetings to provide updates, and running OHS committee meetings.</li> <li>• Working with others and in teams by consulting with staff on OHS implementation issues.</li> <li>• Using mathematical ideas and techniques by collecting and recording OHS related data/statistics.</li> <li>• Solving problems by determining best possible options to reduce injury risk and identify training needs.</li> <li>• Using technology by using word processor/email for communications.</li> </ul>
Underpinning Knowledge and Attitude	<p>The knowledge requirements for this unit are listed below:</p> <ul style="list-style-type: none"> <li>• Hazards in the workplace.</li> <li>• Relevant OHS legislation and Codes of Practice.</li> <li>• Risk control measures.</li> <li>• The hierarchy of OHS risk control and its implementation for hazards in land-based industries.</li> <li>• Literacy levels and communication skills of workers.</li> <li>• Suitable communication techniques.</li> <li>• Relevant enterprise management systems and procedures.</li> <li>• Accident/incident investigation.</li> <li>• Participative work practices.</li> </ul>
Underpinning Skills	<p>These include the ability to:</p> <ul style="list-style-type: none"> <li>• Provide information to the work group about occupational health and safety.</li> <li>• Facilitate the participation of workers in OHS observance and decision-making.</li> <li>• Identify OHS hazards and controls relative to work practices and processes in work area.</li> <li>• Respond to OHS hazard identification in an appropriate and timely manner.</li> </ul>
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• Workplace or fully equipped assessment location with necessary tools and equipment as well as consumable materials</li> <li>• Approved assessment tools</li> <li>• Certified assessor /Assessor's panel</li> </ul>
Method of Assessment	<p>Competence should be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Demonstration/Observation with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence assessment may occur in workplace or any appropriate simulated environment</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Implement and Monitor Environmental Policies
Unit Code	<a href="#">IND BPS4 06 0411</a>
Unit Descriptor	This competency standard requires the application of knowledge, skills and attitude to provide information to the work team and implement & monitor operational procedures, change & continuous improvement, recording procedures, and environmental management training program. This unit covers the implementation and monitoring of the organization's environmental policies and procedures as an integral part of the organization's business program.

Elements	Performance Criteria
1. Provide information to the work team	<p>1.1 <b>Information</b> provided to the <b>work team</b> is explained in a clear and concise manner and is readily accessible by all employees</p> <p>1.2 Organization's <b>activities/performance</b> in regard to <b>environmental management and business sustainability</b> are conveyed to work team where required</p> <p>1.3 Links between environmental, financial, safety and other risk areas and how these are integrated in organizational policies and practices are explained</p> <p>1.4 Information on environmental systems and procedures and other risk areas within the area of management responsibility is provided</p>
2. Implement and monitor operational procedures	<p>2.1 Existing and potential <b>environmental risks</b> are identified and <b>assessed</b> and/or <b>expert advice</b> sought as required</p> <p>2.2 Prioritized recommendations from the assessments are carried out as part of the organization's operational procedures</p> <p>2.3 Organizational environmental policies and procedures are implemented</p> <p>2.4 Tasks are allocated and outcomes are monitored in accordance with organizational policies and targets</p> <p>2.5 Contingency plan is implemented promptly when incidents occur</p>
3. Implement and monitor change and continuous improvement	<p>3.1 <b>Environmental improvement plans</b> are implemented for own work group and integrated with other operational activities</p> <p>3.2 <b>Best practice approaches</b> to improving environmental performance by reducing environmental risk and waste</p>

	<p>are identified, implemented and monitored</p> <p>3.3 Suggestions and ideas about environmental management are sought from the work team and acted upon where appropriate</p> <p>3.4 Suggestions are sought from <b>supply chain</b>, at tender/contract stage, for ways of improving environmental performance</p>
4. Implement and monitor recording procedures	<p>4.1 Internal and external reporting procedures are identified and implemented as required</p> <p>4.2 <b>Environmental records</b> are accurately and legibly maintained and stored securely in a form accessible for reporting purposes</p> <p>4.3 Information/records are monitored to identify trends that may require remedial action, and used to promote continuous improvement of environment performance</p>
5. Implement and monitor an environmental management training program	<p>5.1 <b>Environmental training</b> needs are identified accurately, specifying gaps between environmental competencies required and those held by group members</p> <p>5.2 Arrangements are made for fulfilling identified training needs for the work group with relevant parties</p>

Variable	Range
Information may include	<ul style="list-style-type: none"> <li>• Organizational policies and procedures</li> <li>• Relevant environmental legislation requirements</li> <li>• Voluntary environmental agreements entered into with external organizations</li> <li>• Continuous improvement policies and processes for the organization</li> <li>• Environmental data</li> </ul>
Work team may include:	<ul style="list-style-type: none"> <li>• formal or unstructured groups</li> <li>• two or more people</li> </ul>
Improving environmental performance may include but are not restricted to:	<ul style="list-style-type: none"> <li>• Environmental performance may be defined as: <ul style="list-style-type: none"> <li>• A measure of an organization's impact on the environment and of their ability to manage that impact</li> </ul> </li> <li>• Preventing and minimizing the production of pollution (eg discharges to air, land and water, hazardous waste)</li> <li>• Improving housekeeping (eg using a broom instead of a hose, using old rags for cleaning instead of toxic cleaners or water)</li> <li>• Substituting materials (eg replacing toxic solvent based coatings with water based ones)</li> <li>• Changing processes (eg mechanical cleaning, re-design of products/ procedures so that materials are used more</li> </ul>

	efficiently)
Environmental management policies must be appropriate to the scope and scale of the business and may include:	<ul style="list-style-type: none"> <li>• Environmental load reduction and waste minimization</li> <li>• Tenders for the provision of goods and services that specify environmentally preferred selection criteria</li> <li>• Protection of land and habitat</li> <li>• Environmentally sustainable work practices</li> <li>• Continuous improvement policies</li> </ul>
Business sustainability means:	<ul style="list-style-type: none"> <li>• A sustainable business in this sense is profitable and competitive for the foreseeable future.</li> <li>• Effective management of environmental impacts and opportunities can contribute to business sustainability by reducing costs, differentiating goods and services and contributing to a better corporate image.</li> </ul>
Environmental improvement plans may be established at management level and may include:	<ul style="list-style-type: none"> <li>• Measuring, monitoring and recording environmental performance, and continually setting targets for measurable improvements</li> <li>• All aspects of environmental performance including energy use, waste minimization, recycling, transport use etc</li> </ul>
Expert assistance and/or advice may be sought from:	<ul style="list-style-type: none"> <li>• Internal or external sources/specialists</li> <li>• Consultants or other experts or specialists</li> </ul>
Links between environmental, financial and safety policies means:	<p>An integrated approach to systems within the organization supply chain can be:</p> <ul style="list-style-type: none"> <li>• a key determinant of environmental performance</li> <li>• a source of positive input and advice to enhance environmental performance</li> </ul>
Supply chain may include:	<ul style="list-style-type: none"> <li>• suppliers</li> <li>• contractors</li> <li>• others acting on organization's behalf</li> </ul>
Environmental risks may be identified as:	<ul style="list-style-type: none"> <li>• Actual and potential sources of waste</li> <li>• Pollution (eg discharges to air, land and water, hazardous waste)</li> <li>• Planned or unplanned emissions or</li> <li>• Any aspect of the business operation which may have an impact on environmental performance and may be assessed: <ul style="list-style-type: none"> <li>• on an ongoing basis</li> <li>• with regard to probability, scale and likely impact on business and environmental performance</li> </ul> </li> </ul>
Environmental training program should be:	<ul style="list-style-type: none"> <li>• integrated into the organization's existing training arrangements</li> </ul>



<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• Evidence needs to be provided of the ability to implement and monitor integrated environmental management policies and procedures within an organization.</li> <li>• The work team must be informed of environmental and other risk areas, training needs must be addressed and records must be kept.</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• Relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental Issues, equal opportunity, industrial relations and anti-discrimination</li> <li>• Required knowledge is to be limited to that which is sufficient to perform the particular workplace competency and is intended to promote environmental awareness rather than technical environment competencies</li> <li>• Relevant environmental systems and procedures</li> <li>• Knowledge of best practice approaches relevant to own work area</li> <li>• Quality assurance systems relevant to own work area</li> <li>• Supply chain procedures</li> <li>• Strategies to maximize opportunities and minimize impacts relevant to own work area</li> <li>• Relevant knowledge of environmental issues especially in regard to water catchments, air, noise, ecosystems, habitat, waste minimization relevant to own work area</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• Communication skills to ensure information is supplied to the work team</li> <li>• Consultation skills to assist in workplace negotiations</li> <li>• Literacy skills for comprehending documentation and interpreting environment requirements</li> <li>• Operational skills relevant to the workplace, including the ability to operate and shut down equipment</li> <li>• Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities</li> </ul>
Resource Implications	<p>Access to appropriate documentation and resources normally used in the workplace.</p>
Methods of Assessment	<p>Competence should be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Demonstration/Observation with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence assessment may occur in workplace or any appropriate simulated environment</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Implement and Monitor Property Improvement Plan
Unit Code	<a href="#">IND BPS 07 0411</a>
Unit Descriptor	This competency standard covers the process of designing, planning, constructing and monitoring property improvements. It includes the need to act in an environmentally aware manner, and to ensure the safety of workers during the construction phase. It requires the need to analyze the costs and benefits of potential plans, and to estimate and order the materials required for delivery at the appropriate time and place.

Elements	Performance Criteria
1. Agree on the improvement to be carried out	<p>1.1 Specific <b>improvements</b> for the planning period are discussed with the <b>relevant people</b> and agreements are made.</p> <p>1.2 Plans are made, and schedules amended, to construct and maintain the improvements in line with property management plans.</p> <p>1.3 Allocations are made from the available budget for the planned improvements.</p>
2. Arrange the design and layout of the property improvements	<p>2.1 Alternative plans and layouts are assessed and selected based on how appropriate they are for the management plan, and <b>environmental</b> and <b>OHS</b> considerations.</p> <p>2.2 Plans for the improvements are drawn and dimensions are calculated for the agreed improvements</p>
3. Order materials for property improvements	<p>3.1 Materials required for the construction of the improvement(s) are calculated from the drawn plans and discussion with relevant colleagues.</p> <p>3.2 Quotes are obtained from suppliers for the materials and suitable suppliers are selected.</p> <p>3.3 Orders are placed with the chosen suppliers for the quantities, sizes and types of materials required.</p>
4. Prepare sites for installation	<p>4.1 Sites are inspected, key features noted, and suitable sites are chosen for the planned property improvements.</p> <p>4.2 All relevant people, including neighbors, are informed of the proposed activities where this is appropriate and/or necessary.</p> <p>4.3 Selected sites are measured and pegged according to the prepared plans.</p> <p>4.4 The site is prepared to be ready for construction, and</p>

	<p>precautions are taken to ensure that potential <b>negative environmental impacts</b> are minimized or eliminated.</p> <p>4.5 OHS hazards are identified, assessed, and responsible action taken throughout the site preparation activities.</p>
5. Supervise installation and operation of property improvements	<p>5.1 All materials required for each work period are obtained, organized, and on site ready for construction.</p> <p>5.2 Installation of property improvements is begun according to the drawn plans and the prepared schedules.</p> <p>5.3 All installation works are undertaken in a manner that ensures that potential <b>negative environmental impacts</b> are minimized or eliminated.</p> <p>5.4 OHS hazards are identified, assessed, and responsible action taken throughout the installation works.</p> <p>5.5 Communication is maintained between those working at the site and others.</p> <p>5.6 The installation works are regularly checked to ensure consistency with the drawn plans, and with environmental and OHS requirements.</p> <p>5.7 Any waste material or substances are disposed of in full consideration of the environmental implications.</p> <p>5.8 Where corrective action is required, it is initiated and taken.</p>
6. Carry out and monitor planned maintenance	<p>6.1 Planned maintenance to the improvements is carried out and monitored according to the guidelines and standards of the property.</p> <p>6.2 Precautions are taken throughout the maintenance works to ensure that potential <b>negative environmental impacts</b> are minimized or eliminated.</p> <p>6.3 OHS hazards are identified, assessed, monitored and responsible action taken throughout the maintenance works.</p>

Variable	Range
Property improvements	They may be buildings, dairy sheds, shelters, stock yards, stock handling structures, fences, water supply systems, roads and tracks, soil conservation works, irrigation and drainage channels, silage pits, and/or grain and fodder storage.
Relevant people	The people who may need to be consulted, informed or notified include neighbours, staff, management, government department officials, local council officials, and others who

	might be affected by the particular type of improvements planned or installed
Potential negative environmental impacts	Any change to the natural lay of the land may affect run-off and drainage to increase erosion or the acidity of the soil, and the way in which effluent is managed to pollute surface and underground catchments. Removal of vegetation and ground cover may affect wind or water erosion and/or an increase in salinity
Negative environmental impacts	Construction activity, as well as the improvement itself, might put the local environment at risk of off-site contamination such as the fouling of surface or ground water bodies with solid material, and/or nutrients, including acid discharges from acid sulphate soils.
OHS issues	Appropriate precautions will need to be taken in the light of the personal protective equipment that should be worn, the machinery that is used, the chemicals and the chemical handling that may be involved, the fire risk that may exist, and the load shifting that may be involved.

<b>Evidence Guide</b>			
Critical Aspects of Competence	<ul style="list-style-type: none"> <li>• Competence in implementing and monitoring property improvement plans requires evidence that any changes to the existing land are considered in the light of their impacts on both the environment and the people who are to construct, use and maintain them.</li> <li>• Competence also requires that communication between all the relevant parties is clear, whether in the form of a discussion or the preparation of a drawn and written plan. Overall competence will lead to improved production facilities and equipment, while promoting safe working conditions and environmentally sound practices.</li> <li>• The skills and knowledge required to implement and monitor the plan must be transferable to a different work environment.</li> </ul>		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• Constructing buildings, fences, and earthworks such as stock yards, yard facilities, fodder storage facilities, irrigation works, and water supply and drainage features</li> <li>• Requirements for fodder storage</li> <li>• Tree planting techniques</li> </ul> <p>Sustainable land and water use principles and practices applicable in the region</p> <ul style="list-style-type: none"> <li>• Environmental controls and codes of practice applicable to the business and to the improvement works</li> <li>• The whole property plan</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Relevant legislation, regulations and codes of practice relating to soil and water degradation issues, animal health and welfare, chemical use, building construction, and OHS.</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• Plan and implement the construction of physical resources</li> <li>• Organise and schedule the maintenance of physical resources</li> <li>• Analyse and assess the costs and benefits of plans and layouts in the light of all considerations - OHS, financial, environmental, and animal welfare</li> <li>• Observe, identify and react appropriately to environmental implications and OHS hazards</li> <li>• Prepare written plans and procedures for implementation by others</li> <li>• Prepare drawn plans and sketches for implementation by, or notification of, others</li> <li>• Interpret, analyse and extract information from legal documents and discussions.</li> </ul>
Resource Implications	Access to appropriate documentation and resources normally used in the workplace.
Methods of Assessment	<p>Competence should be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Demonstration/Observation with Oral Questioning</li> </ul>
Context of Assessment	Competence assessment may occur in workplace or any appropriate simulated environment

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Manage Product Presentation
Unit Code	<a href="#">IND BPS4 08 0411</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage merchandise and store presentation. It includes interpretation of and compliance with store layout and visual merchandising policies, developing and implementing procedures to manage merchandise pricing, and managing all aspects of store housekeeping, including contingency procedures.

Elements	Performance Criteria
1. Manage store merchandising	<p>1.1 Ensure layout and presentation support market position and promote customer flow according to store visual merchandising policies and plans</p> <p>1.2 Develop and implement layout assessment checks</p> <p>1.3 Define standards for visual presentation and displays clearly communicate to all staff</p> <p>1.4 Consult floor staff to assess customer response to space allocations</p>
2. Plan and manage store advertising and promotions	<p>2.1 Manage and implement store policies and procedures, in regard to store <b>promotional activities</b>.</p> <p>2.2 Organise activities in line with anticipated or researched customer requirements.</p> <p>2.3 Manage <b>promotions</b> in order to achieve maximum customer impact.</p> <p>2.4 Negotiate arrangements with suppliers in regard to special promotional activities.</p> <p>2.5 Coordinate store activities to complement shopping centre or retail complex promotions.</p> <p>2.6 Develop and implement assessment checks to measure effectiveness of promotions, including layout, visual impact and customer response.</p> <p>2.7 Document and report on promotional activities</p>
3. Manage store pricing policies	<p>3.1 Maintain store pricing according to <b>organisation pricing policies and procedures</b> in regard to pricing.</p> <p>3.2 Maintain accurate information on pricing trends and changes and communicate to relevant staff.</p> <p>3.3 Develop and implement procedures for pricing according to store policies and <b>legislative requirements</b>.</p>

4. Manage housekeeping	4.1	Develop and implement store policies and procedures in regard to <b>store housekeeping and maintenance</b> .
	4.2	Develop and manage rosters or schedules, ensuring store housekeeping standards are monitored and maintained.
	4.3	Initiate <b>contingency plan</b> in the event of merchandise or store presentation problems

Variable	Range
Visual merchandising policies and plans	May include but not limited to: <ul style="list-style-type: none"> <li>• Target market</li> <li>• Market research</li> <li>• Store image</li> <li>• Store layout and space availability</li> <li>• Seasonal lines</li> <li>• Pricing policy</li> </ul>
Promotional Activities	May involve: <ul style="list-style-type: none"> <li>• External and in-store activities</li> <li>• Corporate or locally based activities</li> <li>• Dealing with advertising agencies and consultants</li> </ul>
Promotions	May include but not limited to <ul style="list-style-type: none"> <li>• Advertising</li> <li>• Catalogues</li> <li>• Newspapers</li> <li>• Posters</li> <li>• Radio or TV</li> <li>• Suppliers</li> <li>• Internet</li> </ul>
Organization pricing policies and procedures	May include but not limited to <ul style="list-style-type: none"> <li>• Marking down of slow moving stock</li> <li>• Soiled or damaged products</li> <li>• Goods closed to used by dates</li> <li>• End of season stock</li> </ul>
Legislative requirements may include	<ul style="list-style-type: none"> <li>• Trade Practices and Fair Trading Acts</li> <li>• Consumer Law</li> </ul>
Store housekeeping and maintenance may include	<ul style="list-style-type: none"> <li>• Store premises</li> <li>• Fittings</li> <li>• Fixtures</li> <li>• equipment</li> </ul>
Contingency plans	<ul style="list-style-type: none"> <li>• major spillages</li> <li>• flood, storm</li> <li>• breakages</li> <li>• black-out</li> <li>• break-in</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>A person must be able to demonstrate:</p> <ul style="list-style-type: none"> <li>• merchandise according to store policies and procedures</li> <li>• assesses effectiveness of layout and presentation according to sales targets or predetermined objectives</li> <li>• collaboratively plans, coordinates and implements advertising and promotions activities according to store policies and procedures</li> <li>• assesses and reports on effectiveness of advertising and promotions to staff and management according to store policies and procedures</li> <li>• collaboratively plans, coordinates and implements pricing activities according to store policies and procedures</li> <li>• collaboratively plans, coordinates and implements housekeeping activities according to store policies and procedures and OHS legislation, regulations and codes of practice.</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge and attitudes to:</p> <ul style="list-style-type: none"> <li>• store policies and procedures, in regard to:</li> <li>• layout and presentation</li> <li>• advertising and promotions</li> <li>• pricing or marking down of goods, including risk assessment</li> <li>• housekeeping for premises, fittings, fixtures and equipment</li> <li>• store merchandise and service range</li> <li>• store merchandising plan</li> <li>• range and availability of new products and services</li> <li>• customer demand and market trends</li> <li>• product quality standards</li> <li>• OHS legislation and codes of practice</li> <li>• relevant legislation and statutory requirements</li> <li>• relevant industry codes of practice</li> <li>• pricing procedures, including GST requirements</li> <li>• principles and techniques in: <ul style="list-style-type: none"> <li>• visual merchandising</li> <li>• project management</li> </ul> </li> </ul>
Underpinning Skills	<p>The following skills must be assessed as part of this unit:</p> <ul style="list-style-type: none"> <li>• providing feedback on performance</li> <li>• interpersonal communication skills to: <ul style="list-style-type: none"> <li>• communicate store standards and expectations to staff</li> <li>• consult floor staff</li> <li>• negotiate arrangements with suppliers, through clear and direct communication</li> <li>• ask questions to identify and confirm requirements</li> <li>• use language and concepts appropriate to cultural differences</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• use and interpret non-verbal communication</li> <li>• roster development</li> <li>• report writing</li> <li>• literacy skills in regard to: <ul style="list-style-type: none"> <li>• researching, analysing and interpreting a broad range of written material</li> <li>• preparing rosters</li> <li>• preparing reports</li> <li>• documenting results</li> </ul> </li> </ul>
Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>• Access to relevant workplace documentation, A retail work environment</li> </ul>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test</li> <li>• Observation/Demonstration with Oral questioning</li> </ul>
Context for Assessment	<p>Competence may be assessed in the workplace or in a simulated work environment</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Utilize Specialized Communication Skills
Unit Code	<a href="#">IND BPS4 09 0411</a>
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 <b>Strategies</b> 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 forums, presentation is relevant, appropriately researched and presented in a manner to promote the organization 3.2 Presentation is clear and sequential and delivered within a predetermined time 3.3 Utilize appropriate media to enhance presentation 3.4 Differences in views are respected 3.5 Written communication is 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 <b>effective group interaction</b> is 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 for meetings and discussions are routinely set and followed</p> <p>4.4 Relevant information is 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 <b>interview situations</b></p> <p>5.2 Records of interviews are made and maintained in accordance with organizational procedures</p> <p>5.3 Effective questioning, listening and nonverbal communication techniques are used to ensure that required message is communicated</p>

Variable	Range
Strategies	<ul style="list-style-type: none"> <li>• Recognizing own limitations</li> <li>• Utilizing techniques and aids</li> <li>• Providing written drafts</li> <li>• Verbal and non verbal communication</li> </ul>
Effective group interaction	<ul style="list-style-type: none"> <li>• Identifying and evaluating what is occurring within an interaction in a non judgmental way</li> <li>• Using active listening</li> <li>• Making decision about appropriate words, behavior</li> <li>• Putting together response which is culturally appropriate</li> <li>• Expressing an individual perspective</li> <li>• Expressing own philosophy, ideology and background and exploring impact with relevance to communication</li> </ul>
Types of Interview	<ul style="list-style-type: none"> <li>• Related to staff issues</li> <li>• Routine</li> <li>• Confidential</li> <li>• Evidential</li> <li>• Non disclosure</li> <li>• Disclosure</li> </ul>
Interview situations	<ul style="list-style-type: none"> <li>• Establish rapport</li> <li>• obtain facts and information</li> <li>• Facilitate resolution of issues</li> <li>• Develop action plans</li> <li>• Diffuse potentially difficult situation</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• Demonstrated effective communication skills with clients accessing service and work colleagues</li> <li>• Adopted relevant communication techniques and strategies to meet client particular needs and difficulties</li> </ul>
Underpinning Knowledge and Values	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• Communication process</li> <li>• Dynamics of groups and different styles of group leadership</li> <li>• Communication skills relevant to client groups</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• Full range of communication techniques including: <ul style="list-style-type: none"> <li>▪ Full range of communication</li> <li>▪ Active listening</li> <li>▪ Feedback</li> <li>▪ Interpretation</li> <li>▪ Role boundaries setting</li> <li>▪ Negotiation</li> <li>▪ Establishing empathy</li> </ul> </li> <li>• Communication skills required to fulfill job roles as specified by the organization</li> </ul>
Resource Implications	Access to relevant workplace or appropriately simulated environment where assessment can take place
Methods of Assessment	<p>Competence may be accessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written exam</li> <li>• Observation / Demonstration</li> </ul>
Context for Assessment	Competence may be assessed in the work place or in a simulated work place setting

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Establish Quality Standards
Unit Code	<a href="#">IND BPS4 10 0411</a>
Unit Descriptor	This unit covers the knowledge, attitudes and skills required to monitor quality of work, establish quality specifications for work outcomes, participate in maintaining and improving quality at work, identify hazards and critical control points in the production of quality output, assist in planning of quality assurance procedures, report problems that affect quality and implement quality assurance procedures.

Elements	Performance Criteria		
1. Establish quality specifications for service	1.1 Market specifications are <b>sourced</b> and <b>legislated requirements</b> identified. 1.2 Quality specifications 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 to monitor the effectiveness of quality assurance procedures are developed.		
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 procedures.		
5. Monitor quality of work outcome	5.1 Quality requirements are identified 5.2 Inputs are inspected to confirm capability to meet quality		
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	<p>requirements</p> <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 Recognize potential or existing quality problems.</p> <p>7.2 Identify instances of variation in quality from specifications or work instructions.</p> <p>7.3 Report variation and potential problems to supervisor/manager according to enterprise guidelines.</p>

Variable	Range
Sourced	<ul style="list-style-type: none"> <li>• end-users</li> <li>• customers or stakeholders</li> </ul>
Legislated requirements	<ul style="list-style-type: none"> <li>• Verification of service quality as part of consumer legislation or specific legislation related to service content or composition.</li> </ul>
Safety procedures	<ul style="list-style-type: none"> <li>• use of tools and equipment for construction works</li> <li>• workplace environment and handling of material safety,</li> <li>• following occupational health and safety procedures designated for the task</li> <li>• respect the policies, regulations, legislations, rule and procedures for construction works</li> </ul>

Evidence Guide	
Critical Aspect of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• Monitored quality of work</li> <li>• Established quality specifications for service</li> <li>• Participated in maintaining and improving quality at work</li> <li>• Identified hazards and critical control points in the production of quality service</li> <li>• Assisted in planning of quality assurance procedures</li> <li>• Reported problems that affect quality</li> </ul>

	<ul style="list-style-type: none"> <li>• Implemented quality assurance procedures</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• Monitoring quality of work</li> <li>• Establishing quality specifications for product</li> <li>• Participating in maintaining and improving quality at work</li> <li>• Identifying hazards and critical control points in the production of quality product</li> <li>• Assisting in planning of quality assurance procedures</li> <li>• Reporting problems that affect quality</li> <li>• Implementing quality assurance procedures</li> </ul>
Underpinning Skills	<p>Demonstrates skills in:</p> <ul style="list-style-type: none"> <li>• Monitoring quality of work</li> <li>• Establishing quality specifications for service</li> <li>• Participating in maintaining and improving quality at work</li> <li>• Identifying hazards and critical control points in the production of quality service</li> <li>• Assisting in planning of quality assurance procedures</li> <li>• Reporting problems that affect quality</li> <li>• Implementing quality assurance procedures</li> </ul>
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• Workplace or fully equipped environment with necessary tools and equipment as well as consumable materials</li> </ul>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/ Written Test</li> <li>• Observation/Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Develop Individuals and Team
Unit Code	<a href="#">IND BPS4 11 0411</a>
Unit Descriptor	This unit covers the skills, knowledge 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 <b>Learning and development needs</b> are systematically identified and implemented in line with <b>organizational requirements</b></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 <b>Feedback on performance</b> 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 <b>Learning delivery methods</b> are appropriate to the learning goals, the learning style of participants and availability of equipment and resources</p> <p>2.3 Workplace learning opportunities and coaching/ mentoring assistance are provided to facilitate individual and team achievement of competencies</p> <p>2.4 Resources and timelines required for learning activities are identified and approved in accordance with organizational requirements</p>
3. Monitor and evaluate workplace learning	<p>3.1 Feedback from individuals or teams is used to identify and implement improvements in future learning arrangements</p> <p>3.2 Outcomes and performance of individuals/teams are assessed and recorded to determine the effectiveness of development programs and the extent of additional support</p> <p>3.3 Modifications to learning plans are negotiated to improve the efficiency and effectiveness of learning</p> <p>3.4 Records and reports of competence are maintained within organizational requirement</p>



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

Variable	Range
Learning and development needs	<ul style="list-style-type: none"> <li>• Coaching, monitoring and/or supervision</li> <li>• Formal/informal learning program</li> <li>• Internal/external training provision</li> <li>• Work experience/exchange/opportunities</li> <li>• Personal study and Career planning/development</li> <li>• Performance evaluation</li> <li>• Workplace skills assessment</li> <li>• Recognition of prior learning</li> </ul>
Organizational requirements	<ul style="list-style-type: none"> <li>• Quality assurance and/or procedures manuals</li> <li>• Goals, objectives, plans, systems and processes</li> <li>• Legal and organizational policy/guidelines and requirements</li> <li>• Safety policies, procedures and programs</li> <li>• Confidentiality and security requirements</li> <li>• Business and performance plans</li> <li>• Ethical standards</li> <li>• Quality and continuous improvement processes and standards</li> </ul>
Feedback on performance	<ul style="list-style-type: none"> <li>• Formal/informal performance evaluation</li> <li>• Obtaining feedback from supervisors and colleagues</li> <li>• Obtaining feedback from clients</li> <li>• Personal and reflective behavior strategies</li> <li>• Routine and organizational methods for monitoring service delivery</li> </ul>
Learning delivery methods	<ul style="list-style-type: none"> <li>• On the job coaching or monitoring</li> <li>• Problem solving</li> <li>• Presentation/demonstration</li> <li>• Formal course participation</li> <li>• Work experience</li> <li>• Involvement in professional networks</li> <li>• Conference and seminar attendance</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• identified and implemented learning opportunities for others</li> <li>• gave and received feedback constructively</li> <li>• facilitated participation of individuals in the work of the team</li> <li>• negotiated learning plans to improve the effectiveness of learning</li> <li>• prepared learning plans to match skill needs</li> <li>• accessed and designated learning opportunities</li> </ul>
Underpinning Knowledge and Attitude	<ul style="list-style-type: none"> <li>• Coaching and monitoring principles</li> <li>• Understanding how to work effectively with team members who have diverse work styles, aspirations, cultures and perspective</li> <li>• Understanding how to facilitate team development and improvement</li> <li>• Understanding methods and techniques to obtain and interpreting feedback</li> <li>• Understanding methods for identifying and prioritizing personal development opportunities and options</li> <li>• Career paths and competence standards in the industry</li> </ul>
Underpinning Skills	<ul style="list-style-type: none"> <li>• Ability to read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management</li> <li>• Communication skills including receiving feedback and reporting, maintaining effective relationships and conflict management</li> <li>• Planning skills to organize required resources and equipment to meet learning needs</li> <li>• Coaching and mentoring skills to provide support to colleagues</li> <li>• Reporting skills to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes</li> <li>• Facilitation skills to conduct small group training sessions</li> <li>• Ability to relate to people from a range of social, cultural, physical and mental backgrounds</li> </ul>
Resource Implications	Access to relevant workplace or appropriately simulated environment where assessment can take place
Methods of Assessment	<p>Competence may be accessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Migrate to New Technology
Unit Code	<a href="#">IND BPS4 12 0411</a>
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 <b>equipment</b> 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 is used for solving organizational problems</p> <p>2.4 <b>Sources of information</b> is accessed and used relating to new or upgraded equipment</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 <b>Environmental considerations</b> are determined from new or upgraded equipment.</p> <p>3.3 <b>Feedback</b> is sought from users where appropriate.</p>

Variable	Range
Environmental Considerations	May include but is not limited to recycling, safe disposal of packaging (e.g. cardboard, polystyrene, paper, plastic) and correct disposal of waste materials by an authorized body
Feedback	May include surveys, questionnaires, interviews and meetings.

Evidence Guide	
Critical aspects of Competence	Competence must confirm the ability to transfer the application of existing skills and knowledge to new technology
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> <li>• Broad awareness of current technology trends and directions in construction industry (e.g. systems/procedures, services, new developments, new protocols)</li> <li>• Knowledge of vendor product directions</li> <li>• Assess and analyze value chain</li> <li>• Ability to locate appropriate sources of information regarding building construction and new technologies</li> <li>• Current industry products/services, procedures and techniques with knowledge of general features</li> <li>• Information gathering techniques</li> </ul>
Underpinning Skills	<ul style="list-style-type: none"> <li>• Research skills for identifying broad features of new technologies</li> <li>• Ability to assist in the decision making process</li> <li>• Literacy skills in regard to interpretation of technical manuals</li> <li>• Ability to solve known problems in a variety of situations and locations</li> <li>• Evaluate and apply new technology to assist in solving organizational problems</li> <li>• General analytical skills in relation to known problems</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting

Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Manage and Maintain Small/Medium Business Operations
Unit Code	<a href="#">IND BPS4 13 0411</a>
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	<p>1.1 Work requirements for a given time period are identified taking into consideration <b>resources</b> and constraints</p> <p>1.2 Work activities are prioritized based on business needs, requirements and deadlines</p> <p>1.3 If appropriate, work is allocated to relevant staff or contractors to optimize efficiency</p>
2. Monitor and manage work	<p>2.1 People, resources and/or equipment are coordinated to provide optimum results</p> <p>2.2 Staff, clients and/or contractors are communicated within a clear and regular manner, to monitor work in relation to <b>business goals</b> or timelines</p> <p>2.3 <b>Problem solving techniques</b> are applied to work situations to overcome difficulties and achieve positive outcomes</p>
3. Develop effective work habits	<p>3.1 Work and personal priorities are identified and a balance is achieved between competing priorities using appropriate <b>time management strategies</b></p> <p>3.2 Input from <b>internal and external sources</b> is sought and used to develop and refine new ideas and approaches</p> <p>3.3 Business or inquiries are responded to promptly and effectively</p> <p>3.4 Information is presented in a format appropriate to the industry and audience</p>
4. Interpret financial information	<p>4.1 Relevant documents and reports are identified</p> <p>4.2 Documents and reports are read and understood and any implications discussed with appropriate persons</p> <p>4.3 Data and numerical calculations are analyzed, checked, evaluated, organized and reconciled</p> <p>4.4 Daily financial records and cash flow are maintained</p>

	<p>correctly and in accordance with legal and accounting requirements</p> <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</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 may include:	<ul style="list-style-type: none"> <li>• staff</li> <li>• money</li> <li>• time</li> <li>• equipment</li> <li>• space</li> </ul>
Business goals may include:	<ul style="list-style-type: none"> <li>• sales targets</li> <li>• budgetary targets</li> <li>• team and individual goals</li> <li>• production targets</li> <li>• reporting deadlines</li> </ul>
Problem solving techniques may include:	<ul style="list-style-type: none"> <li>• gaining additional research and information to make better informed decisions</li> <li>• looking for patterns</li> <li>• considering related problems or those from the past and how they were handled</li> <li>• eliminating possibilities</li> <li>• identifying and attempting sub-tasks</li> <li>• collaborating and asking for advice or help from additional sources</li> </ul>
Time management strategies may include:	<ul style="list-style-type: none"> <li>• prioritizing and anticipating</li> <li>• short term and long term planning and scheduling</li> <li>• creating a positive and organized work environment</li> <li>• clear timelines and goal setting that is regularly reviewed and adjusted as necessary</li> <li>• breaking large tasks into smaller tasks</li> <li>• getting additional support if identified and necessary</li> </ul>

Internal and external sources may include:	<ul style="list-style-type: none"> <li>• staff and colleagues</li> <li>• management, supervisors, advisors or head office</li> <li>• relevant professionals such as lawyers, accountants, management consultants</li> <li>• professional associations</li> </ul>
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<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>A person must be able to demonstrate:</p> <ul style="list-style-type: none"> <li>• ability to identify daily work requirements and allocate work appropriately</li> <li>• ability to interpret financial documents in accordance with legal requirements</li> </ul>
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> <li>• Federal and Regional Government legislative requirements affecting business operations, especially in regard to occupational health and safety (OHS), equal employment opportunity (EEO), industrial relations and anti-discrimination</li> <li>• technical or specialist skills relevant to the business operation</li> <li>• relevant industry code of practice</li> <li>• planning techniques to establish realistic timelines and priorities</li> <li>• identification of relevant performance measures</li> <li>• quality assurance principles and methods</li> <li>• relevant marketing, management, sales and financial concepts</li> <li>• methods for monitoring performance and implementing improvements</li> <li>• structured approaches to problem solving, idea management and time management</li> </ul>
Underpinning Skills	<ul style="list-style-type: none"> <li>• literacy skills to interpret legal requirements, company policies and procedures and immediate, day-to-day demands</li> <li>• communication skills including questioning, clarifying, reporting, and giving and receiving constructive feedback</li> <li>• numeracy skills for performance information, setting targets and interpreting financial documents and reports</li> <li>• technical and analytical skills to interpret business documents, reports and financial statements and projections</li> <li>• ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities</li> <li>• problem solving skills to develop contingency plans</li> <li>• using computers and software packages to record and manage data and to produce reports</li> <li>• evaluation skills for assessing work and outcomes</li> </ul>

	<ul style="list-style-type: none"> <li>• observation skills for identifying appropriate people, resources and to monitor work</li> </ul>
Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>• Access to relevant workplace documentation, financial records, and equipment</li> </ul>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written exam</li> <li>• Observation/Demonstration with Oral questioning</li> </ul>
Context for Assessment	<p>Competence may be assessed in the workplace or in a simulated work environment</p>



Occupational Standard: Bamboo Processing Supervision Level IV	
Unit Title	Manage Continuous Improvement System
Unit Code	<a href="#">IND BPS4 14 1012</a>
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 Establish strategies to monitor and evaluate performance of key systems and processes</p> <p>1.2 Undertake detailed analyses of supply chains, operational and product/service delivery systems</p> <p>1.3 Identify performance measures, and assessment tools and techniques, and evaluate their effectiveness</p> <p>1.4 Analyze performance reports and variance from plans for all key result areas of the organization</p> <p>1.5 Identify and analyze changing trends and opportunities relevant to the organization</p> <p>1.6 Seek advice from specialists, where appropriate, to identify technology and electronic commerce opportunities</p>
2. Develop options for continuous improvement	<p>2.1 Brief groups on performance improvement strategies and innovation as an essential element of competition</p> <p>2.2 Foster <b>creative climate</b> and <b>organizational learning</b> through the promotion of interaction within and between work groups</p> <p>2.3 Encourage, test and recognize new ideas and entrepreneurial behavior where successful</p> <p>2.4 Accept failure of an idea during trialing, and recognize, celebrate and embed success into systems</p> <p>2.5 Undertake <b>risk management</b> and <b>cost benefit analyses</b> for each option/idea approved for trial</p> <p>2.6 Approve innovations through agreed organizational processes</p>
3. Implement innovative processes	<p>3.1 Promote continuous improvement as an essential part of doing business</p> <p>3.2 Address impact of change and consequences for people, and implement transition plans</p> <p>3.3 Ensure objectives, timeframes, measures and communication plans are in place to manage implementation</p>

	<p>3.4 Implement contingency plans in the event of non-performance</p> <p>3.5 Follow-up failure by prompt investigation and analysis of causes</p> <p>3.6 Manage emerging challenges and opportunities effectively</p> <p>3.7 Evaluate continuous improvement systems and processes regularly</p> <p>3.8 Communicate costs and benefits of innovations and improvements to all relevant groups and individuals</p>
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Variable	Range
Sustainability may include:	<ul style="list-style-type: none"> <li>• addressing environmental and resource sustainability initiatives, such as environmental management systems, action plans, green office programs, surveys and audits</li> <li>• applying the waste management hierarchy in the workplace</li> <li>• complying with regulations and corporate social responsibility considerations for sustainability to enhance the organization's standing in business and community environments</li> <li>• determining organization's most appropriate waste treatment, including waste to landfill, recycling, re-use, recoverable resources and wastewater treatment</li> <li>• implementing ecological footprint</li> <li>• implementing environmental management systems, e.g. ISO 14001:1996 Environmental management systems life cycle analyses</li> <li>• implementing government initiatives,</li> <li>• improving resource and energy efficiency</li> <li>• initiating and maintaining appropriate organizational procedures for operational energy consumption</li> <li>• introducing a green office program - a cultural change program</li> <li>• introducing green purchasing</li> <li>• introducing national and international reporting initiatives,</li> <li>• introducing product stewardship</li> <li>• reducing emissions of greenhouse gases</li> <li>• reducing use of non-renewable resources</li> <li>• referencing standards, guidelines and approaches, such as sustainability covenants and compacts or triple bottom line reporting</li> <li>• supporting sustainable supply chain</li> </ul>
Supply chains include:	<ul style="list-style-type: none"> <li>• 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</li> </ul>

	<p>distribution system</p> <ul style="list-style-type: none"> <li>• procurement, production and distribution, viewed as interlinked not as discrete elements</li> </ul>
Performance reports may include:	<ul style="list-style-type: none"> <li>• budget or cost variance</li> <li>• customer service</li> <li>• environmental</li> <li>• financial</li> <li>• OHS</li> <li>• quality</li> <li>• other operating parameters</li> </ul>

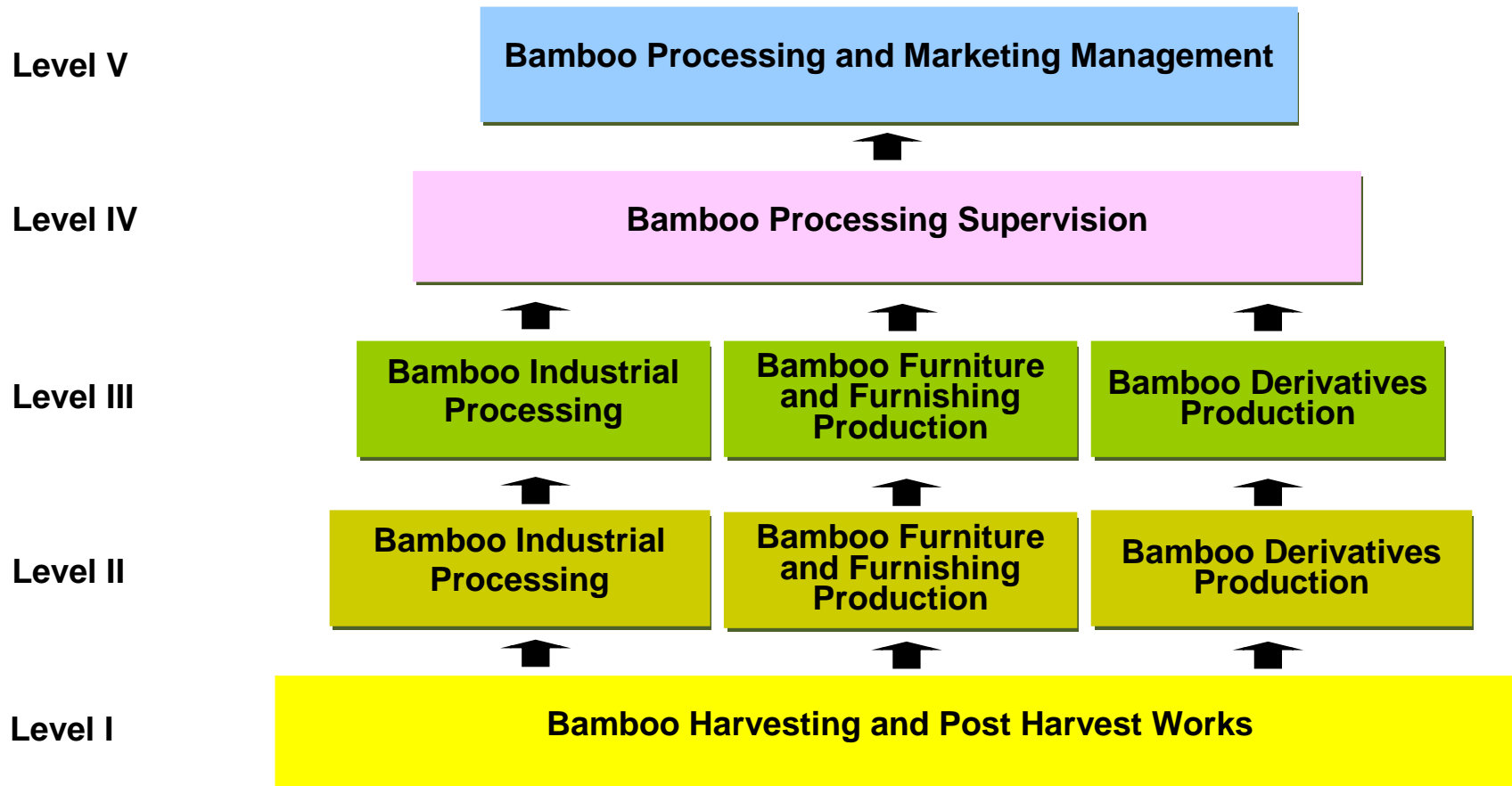
### Evidence Guide

Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• demonstration of consultation processes to introduce or evaluate an existing continuous improvement process or system, including suggested actions or an action plan</li> <li>• generation of an idea or concept which exhibits creative thinking and which offers the possibility of advantaging the organization</li> <li>• 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</li> <li>• knowledge of quality management and continuous improvement theories</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• quality management and continuous improvement theories</li> <li>• creativity/innovation theories/concepts</li> <li>• risk management</li> <li>• cost-benefit analysis methods</li> <li>• creativity and innovation theories and concepts</li> <li>• organizational learning principles</li> <li>• quality management and continuous improvement theories</li> <li>• risk management</li> <li>• sustainability practices</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• analytical skills to identify improvement opportunities in relation to</li> <li>• the services/products delivered or concepts/ideas developed</li> <li>• flexibility and creativity skills to think laterally</li> <li>• leadership skills to foster a commitment to quality and an openness to innovation</li> <li>• teamwork and leadership skills to foster a commitment to quality and an openness to innovation</li> </ul>
Resources Implication	<p>Access may be required to:</p> <ul style="list-style-type: none"> <li>• workplace procedures and plans relevant to work area</li> </ul>

	<ul style="list-style-type: none"> <li>• appropriate documentation and resources normally used in the workplace</li> </ul>
Methods of Assessment	<p>Competence in this unit may be assessed by using a combination of the following to generate evidence:</p> <ul style="list-style-type: none"> <li>• demonstration in the workplace</li> <li>• suitable simulation</li> <li>• oral or written questioning to assess knowledge of principles and techniques associated with change management</li> <li>• evaluation of strategies established to monitor and evaluate performance of key systems and processes</li> <li>• review of briefing of groups on performance improvement strategies and innovation</li> </ul> <p>Those aspects of competence dealing with improvement processes could be assessed by the use of suitable simulations and/or a pilot plant and/or a range of case studies and scenarios.</p> <p>In all cases, practical assessment should be supported by questions to assess essential knowledge and those aspects of competence which are difficult to assess directly.</p>
Context of Assessment	Competence may be assessed in the work place or in a simulated workplace setting / environment.

**Sector: Industry Development**

**Sub-Sector: Bamboo and Craft Production**



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