

Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD



**FURNITURE MAKING
OPERATION MANAGEMENT**



NTQF Level IV



*Ministry of Education
September 2012*

Introduction

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

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

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

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

- Occupational title and 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 (Unit of Competence Chart) including the Unit Codes and the Unit Titles
- contents of each Unit of Competence (competence standard)
- occupational map providing the technical and vocational education and training (TVET) providers with information and important requirements to consider when designing training programs for this standards, and for the individual, a career path

UNIT OF COMPETENCE CHART

Occupational Standard: Furniture Making Operation Management		
Occupational Code: IND FOM		
NTQF Level IV		
IND FOM4 01 0912 Manage Furniture Making Operation	IND FOM4 02 0912 Prepare Furniture Designs	IND FOM4 03 0912 Prepare Job Estimation and Costing
IND FOM4 04 0912 Develop Prototype According to Design	IND FOM4 05 0912 Undertake Process Planning and Scheduling	IND FOM4 06 0912 Manage Product Presentation
IND FOM4 07 0912 Manage Value Chain	IND FOM4 08 0912 Utilize Specialized Communication Skills	IND FOM4 09 0912 Establish Quality Standards
IND FOM4 10 0912 Develop Teams and Individuals	IND FOM4 11 0912 Migrate to New Technology	IND FOM4 12 0912 Manage and Maintain Small / Medium Business Operation
IND FOM4 13 1012 Manage Continuous Improvement System		

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Manage Furniture Making Operation
Unit Code	IND FOM4 01 0912
Unit Descriptor	This unit specifies the outcomes required to develop and monitor the implementation of the operational plan to provide efficient and effective workplace practices within the organization's productivity and profitability plans. Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organization's operational plan.

Elements	Performance Criteria
1. Develop operational plan	<p>1.1 Resource requirements are researched, analyzed and documented and an operational plan is developed and/or implemented in consultation with relevant personnel, colleagues and specialist resource managers</p> <p>1.2 Consultation processes are developed and/or implemented as an integral part of the operational planning process</p> <p>1.3 Operational plans are developed to contribute to the achievement of the organization's performance/business plan</p> <p>1.4 Details of the operational plan include the development of key performance indicators to measure organizational performance</p> <p>1.5 Contingency plans are developed and implemented at appropriate stages of operational planning</p> <p>1.6 The development and presentation of proposals for resource requirements are assisted by a variety of information sources, and specialist advice is sought as required</p>
2. Plan and manage resource acquisition	<p>2.1 Strategies are developed and implemented to ensure that employees are recruited and/or inducted within the organization's human resource management policies and practices</p> <p>2.2 Strategies are developed and implemented to ensure that physical resources and services are acquired in accordance with the organization's policies, practices and procedures</p>
3. Monitor and review operational	<p>3.1 Performance systems and processes are developed, monitored and reviewed to assess progress in achieving profit and productivity plans and targets</p>

performance	<p>3.2 Budget and actual financial information is analyzed and interpreted to monitor and review profit and productivity performance</p> <p>3.3 Areas of under -performance are identified, solutions recommended, and prompt action is taken to rectify the situation</p> <p>3.4 Systems are planned and implemented to ensure that mentoring and coaching are provided to support individuals and teams to use resources effectively, economically and safely</p> <p>3.5 Recommendations for variations to operational plans are negotiated and approved by designated persons/groups</p> <p>3.6 Systems are developed and implemented to ensure that procedures and records associated with documenting performance are managed in accordance with the organization's requirements</p>
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Variable	Range
Relevant personnel, colleagues and specialist resource managers	<ul style="list-style-type: none"> • Managers • supervisors • other employees • OHS committee(s) and other people with specialist responsibilities • union or employee representatives • people at the same level or more senior managers • people from a wide range of social, cultural and ethnic backgrounds
Consultation processes	<ul style="list-style-type: none"> • meetings, interviews, brainstorming sessions, email/internet communications, newsletters or other processes and devices which ensure that all employees have the opportunity to contribute to team and individual operational plans • mechanisms used to provide feedback to the work team in relation to outcomes of consultation
Operational plans	<ul style="list-style-type: none"> • tactical plans developed by the department or section to detail product and service performance • organizational plans
Key performance indicators	<ul style="list-style-type: none"> • measures for monitoring or evaluating the efficiency or effectiveness of a system which may be used to demonstrate accountability and to identify areas for improvements
Contingency plans	<ul style="list-style-type: none"> • rental, hire purchase or alternative means of procurement of required materials, equipment and stock • contracting out or outsourcing human resource and other

	<p>functions or tasks</p> <ul style="list-style-type: none"> • restructuring of organization to reduce labor costs • strategies for reducing costs, wastage, stock or consumables • diversification of outcomes • recycling and re-use • finding cheaper or lower quality raw materials • seeking further funding • increasing sales or production • risk identification, assessment and management processes • succession planning
Organization's policies and procedures	<ul style="list-style-type: none"> • those organizational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources • standard operating procedures • undocumented practices in line with organizational operations • organizational culture
Designated persons/groups	<ul style="list-style-type: none"> • managers or supervisors whose roles and responsibilities include decision making on operations • other work groups or teams whose work will be affected by recommendations for variations • groups designated in workplace policies and procedures • other stakeholders such as Board members

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • developing operational plan • planning and managing resource acquisition • monitoring and reviewing operational performance
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination • the principles and techniques involved in the management and organization of: <ul style="list-style-type: none"> ▪ planning and managing operations ▪ consultation and communication ▪ contingency planning ▪ resource planning and acquisition ▪ resource management system ▪ budgeting and financial analysis and interpretation ▪ monitoring and review of performance
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	<p>systems/processes</p> <ul style="list-style-type: none"> ▪ reporting performance ▪ problem identification and resolution ▪ alternative approaches to improving resource usage and eliminating resource inefficiencies and waste ▪ ways of supporting individuals/teams who have difficulty in performing to the required standard
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities • to access and use workplace information • monitor and review a safe workplace and environment • access and use feedback to improve operational performance • prepare recommendations to improve operational plans • access and use established systems and processes • coach and mentor skills to provide support to colleagues
Resources Implication	<p>The following resources must be provided: Workplace or fully equipped location with necessary tools and equipment as well as consumable materials</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration
Context of Assessment	<p>Competence may be assessed in the workplace or in a simulated workplace setting</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Prepare Furniture Designs
Unit Code	IND FOM4 02 0912
Unit Descriptor	This unit covers the required knowledge, attitudes and skills in producing furniture designs.

Elements	Performance Criteria
1. Plan and prepare for work	<p>1.1 Work instructions, including plans, specifications, quality requirements and operational details are obtained, confirmed and applied</p> <p>1.2 Plant, tools and equipment selected to carry out tasks are consistent with the requirements of the job, checked for serviceability and any faults are rectified or reported prior to commencement</p> <p>1.3 Materials appropriate to the work application are identified, obtained, prepared, safely handled and located ready for use</p> <p>1.4 Material quantity requirements are calculated in accordance with plans and/or specifications</p> <p>1.5 Environmental protection requirements are identified for the project in accordance with environmental plans and regulatory obligations and applied</p>
2. Identify project design work	<p>2.1 Need of client/customer is identified in line with work/job order</p> <p>2.2 Type of project is confirmed with appropriate personnel and/or client</p> <p>2.3 Production materials and methods are identified and confirmed</p>
3. Establish designing criteria and limitations	<p>3.1 Samples for selecting type of design are obtained from appropriate source.</p> <p>3.2 Free hand sketch is drawn based on selected type of design.</p> <p>3.3 Free hand sketch is approved following work requirement.</p> <p>3.4 Drawing requirements are established and documented identifying dimensions, angles, shapes and finished sizes</p> <p>3.5 Designing conventions and specifications to be noted on the design are identified</p>

4. Complete design work	<p>4.1 Necessary materials are selected for design work based on selected type.</p> <p>4.2 Dimensions are plotted from criteria and documented specifications.</p> <p>4.3 Dimensional points are connected to match appropriate drawing views</p> <p>4.4 Final design is worked with CAD or manually following approved sketch.</p> <p>4.5 Design is checked and approved according to work place procedures.</p>
5. Clean up	<p>5.1 Work area is cleared and materials disposed of, reused or recycled in accordance with legislation/regulations/codes of practice and job specification</p> <p>5.2 Tools and equipment are cleaned, checked, maintained and stored in accordance with manufacturers' recommendations and standard work practices</p> <p>5.3 Appropriate reports are accomplished in accordance with work procedures and standards</p>

Variables	Range
Safety requirements	<ul style="list-style-type: none"> • OHS requirements are to be in accordance with legislation and regulations, organizational safety policies and procedures, and project safety plan. This may include protective clothing and equipment, use of tools and equipment, workplace environment and safety, handling of materials, use of firefighting equipment, organizational first aid, hazard control and hazardous materials and substances • Personal protective equipment is to include that prescribed under legislation, regulation and workplace policies and practices • Safe operating procedures are to include but not be limited to the conduct of operational risk assessment and treatments associated with power cables, lighting, working with dangerous materials and working in confined spaces • Emergency procedures related to this unit
Tools and Equipment	<p>Tools and equipment may include but not be limited to:</p> <ul style="list-style-type: none"> • Steel rules, fixers, templates, drawing table, set square and computer
Materials	<p>Materials are to include but not be limited to:</p> <ul style="list-style-type: none"> • measuring instruments

	<ul style="list-style-type: none"> • stationary materials • drawing table/board • drawing tools and instruments • CAD software
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Evidence Guide	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • identified the factors and criteria relevant to the design • applied safety requirements throughout the work sequence, including the use of personal protective clothing and equipment • produce furniture design • applied both manual and computer-aided techniques and processes • cleaned up workplace
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> • Workplace and equipment safety requirements • Processes for interpreting and applying data and information in preparing design • Materials and tools/instruments handling methods • Quality requirements • Furniture construction terminology and symbols • Safe work method and practices • Furniture design and production planning • Techniques and processes of manual production drawing • Types of computer-aided drawing equipment, software, techniques and processes • Theory and practice of calculations and measurement techniques
Underpinning Skills	<ul style="list-style-type: none"> • Reading and interpreting data and information • Preparing / producing furniture design • Using CAD • Applying safety procedures and measures
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> • workplace or fully equipped assessment location with necessary tools and equipment as well as consumable materials
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Oral questioning / Written Test • Observation/Demonstration with questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Prepare Job Estimation and Costing
Unit Code	IND FOM4 03 0912
Unit Descriptor	This unit covers the knowledge, skills and attitude required in applying principles and concepts associated with the preparation of a cost estimate for a product or project. It includes materials and labor together with the application of relevant overhead cost and margins.

Elements	Performance criteria
1. Gather information	<p>1.1 Tender/cost estimate brief is obtained and key requirements identified within established organizational framework, procedures and routines</p> <p>1.2 Appropriate project plans and specifications are read and understood</p> <p>1.3 Measurements are made and quantities identified from plans and specifications and which conforms to standards industry practice</p> <p>1.4 Labor unit cost projections are obtained and agreed</p> <p>1.5 Logistic support contracts, supply agreements or equivalent are obtained and analyzed</p> <p>1.6 Details of proposed warehousing and physical distribution systems and related cost factors are obtained</p> <p>1.7 Information is converted to usable form and stored ready for retrieval and application</p>
2. Identify and calculate labor cost	<p>2.1 The types and numbers of appropriate personnel are identified and the time required is estimated.</p> <p>2.2 The labor hours for non-contract elements of work are calculated.</p> <p>2.3 Time requirements for work activities and other lead times are estimated</p> <p>2.4 The costs or rates for required work are calculated.</p>
3. Identify and establish physical resource requirements	<p>3.1 Physical resource requirements are identified.</p> <p>3.2 Lists of materials are produced and quantities calculated.</p> <p>3.3 Quantities against project or standard contracts are established.</p> <p>3.4 Supplier prices for materials and consumables are obtained.</p> <p>3.5 Plant or equipment requirements are identified and costed.</p>

4. Develop estimated product/project costs	<p>4.1 Appropriate labor rates and material costs are selected and applied.</p> <p>4.2 Estimates of unit costs, as appropriate, are determined and applied.</p> <p>4.3 Costs to the project of work cover, environmental protection agency requirements, seeking approvals, waste management fees and other statutory or additional costs are identified and applied.</p> <p>4.4 Company overhead recovery and margins are applied.</p> <p>4.5 Completed estimated project costs for inclusion in a tender or bill are calculated.</p>
5. Verify cost estimate	<p>5.1 Actual cost information is sourced from a completed tender/cost estimate product/project.</p> <p>5.2 Actual costs are compared with estimated cost to identify deviations.</p> <p>5.3 Deviations are explained according to established organizational framework, procedures and routines.</p> <p>5.4 Assistance/approval from management is obtained.</p>

Variables	Range
Tender/cost estimate brief	<ul style="list-style-type: none"> • Estimate relates to a discrete product with a limited number of operations for manufacture • May include project guidelines and instructions, internal or external requirements, information from tender/contract documents, drawing specifications
Key requirements	May include timing, budget, resources, output, special conditions
Plans and/or specifications include:	<ul style="list-style-type: none"> • sketches or drawings • statements of requirements • materials lists and quantity schedules • materials specifications
Project costs include:	<ul style="list-style-type: none"> • organizational and subcontract labor hours • project administration costs • overheads • consumable and production materials • cost of meeting statutory requirements • waste removal fees • utilities/resource consumption • communications costs
Deviations	<ul style="list-style-type: none"> • expressed in terms of fractions or percentage

Evidence Guide			
Critical Aspects of Competence	<p>A person who demonstrates competence in this unit must be able to provide evidence of:</p> <ul style="list-style-type: none"> • identifying the materials required for a product/project • gathering information about material supply • interpreting measurements and calculating quantities and costs • planning and allocating human resources • identifying and costing other related costs such as those required to meet statutory and regulatory processes • producing documentation which meets the timeframes and quality standards established by the organization • communicating effectively, both verbally and in writing 		
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> • Ethiopian standards relevant to the industry sector • Government regulations/legislations and standards • Types of working drawings and specifications • Types, scope and usage of labor through the employee and subcontractor systems • Operation and structure of organizational costing and contracting system • Costing techniques and standard procedures 		
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • undertaking numerical operations, geometry and calculations/formulae within the scope of this unit • calculate labor hours and costs • calculate materials quantities and costs • extrapolate labor and materials costs from written information • read drawings and specifications • planning and sequencing operations • technological skills to facilitate use of the organization's software and office technology including appropriate costing software programs • utilize appropriate costing software programs • overview of the impact on cost estimates of: <ul style="list-style-type: none"> – product manufacture – demand vs. capability – make-or-buy – market–demand–price–competition – cost control – product costs – materials – resource consumption (water, power etc.) – labour – standard time/usage – margins, profit/loss – using proforma estimate sheets 		
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	<ul style="list-style-type: none"> – using estimates as targets – impact of value adding non-value adding activities • lead times associated with: <ul style="list-style-type: none"> – raw material availability – equipment, tool design and commissioning – prototypes and trial builds – estimating processes – use of contract documents – drawings, specifications – consideration of general conditions and any special conditions – application of resources costs – hourly rates (labour, plant, material, subcontractors) – contingency costs – allowance for contract variations • hazards and control measures associated with preparing a cost estimate for a manufactured product, including allowing for housekeeping, safe work practices and procedures
Resource Implications	<ul style="list-style-type: none"> • Access is required to real or appropriately simulated situations involving estimation and costing of service operations • Access is required to specifications and costs of equipment and materials and information on labor costs and availability, on-costs, safety costs, regulations, quality standards, and enterprise procedures • Access is required to necessary facilities and associated equipment, including calculators, computers and software
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Demonstration/Observation with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the workplace or in a simulated workplace setting</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Develop Prototype According to Design
Unit Code	IND FOM4 04 0912
Unit Descriptor	This unit specifies the competence required in laying-out, manufacturing and finishing prototype models.

Elements	Performance Criteria
1. Determine job requirements	<p>1.1 Requirements are identified from design program and brief.</p> <p>1.2 Drawings, instructions and specifications are interpreted and understood.</p> <p>1.3 Appropriate material is selected to meet specifications.</p> <p>1.4 Time schedule of specific work to be performed is prepared considering available resources based on the program requirements to be under taken.</p> <p>1.5 Functional and formal relationships are studied with reference to the actual context.</p> <p>1.6 Detail specifications are prepared</p>
2. Layout model	<p>2.1 Finished model design is conceptualized and planned with reference to customer's specifications (written or verbal) for finish, quality and form, using applicable processes.</p> <p>2.2 Allowances, clearances, tolerances, etc. are calculated to establish model parameters.</p> <p>2.3 Datum boards, jigs and fixtures are designed and manufactured in accordance with specifications</p>
3. Manufacture model	<p>3.1 Sequence of manufacture, including build-up on datum board, establishing datum's mark out of model and areas to be machined, are determined</p> <p>3.2 Appropriate machines and machining processes are selected to shape/produce model to specifications.</p> <p>3.3 A range of hand and hand held power tools is selected and used utilizing acceptable techniques and procedures to fashion/manufacture model to fine tolerances according to specifications, ensuring that surface finish is appropriate to the type of model.</p> <p>3.4 Appropriate measurement/calculations are undertaken to check specifications, including measuring and machine checking as required</p> <p>3.5 Where necessary, all deviations or modifications to original design and/or specifications are recorded and reported consistent with standard operating procedures.</p>

Variable	Range
Specifications	<ul style="list-style-type: none"> • Technical or engineering drawing • Type of material • Work procedure • Unit of measurement
Materials	<ul style="list-style-type: none"> • timber, metal, plastic, fiberglass, composites, etc.

Evidence Guide	
Critical aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • complying with accepted engineering standard • applying conventional graphic quality • implementing precision in dimensioning and accuracy in description • preparing consistent style of presentation • applying conventional symbol used in engineering design • lay-outting and manufacturing model
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • consequences of selecting inappropriate materials • various processes requiring models • calculations and formula relating to developing prototype models • properties and uses of datum boards • reasons for developing the sequence of production • range of machines and machining processes and their operations • various checking procedures and devices including coordinate measuring and machine checking • procedures for recording deviation or modification to original drawings or specifications • hazards and control measures associated with developing and manufacturing precision models • safe work practices and procedures
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • reading, interpreting and following information on written job instructions, specifications, standard operating procedures, drawings and other applicable reference documents • selecting appropriate materials • conceptualizing and determining type of model required to meet specifications • performing calculations necessary for production • developing and manufacturing datum boards, jigs and fixtures etc. required for accurate manufacture • developing a planned sequence of manufacture • identifying areas required to be accurately manufactured • selecting and operating the appropriate range of machines

	<p>and machining processes for manufacturing the model accurately to size, tolerance and specifications</p> <ul style="list-style-type: none"> • using required hand and hand held power tools • measuring components to specified tolerances • carrying out checking procedures for checking to the predetermined accuracy and fine tolerances • recording and writing reports
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> • Workplace or fully equipped assessment location with necessary tools and equipment as well as consumable materials
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Observation / demonstration with oral questioning • Interview / written test
Context of Assessment	<p>Competence may be assessed in the workplace or in a simulated workplace setting</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Undertake Process Planning and Production Scheduling
Unit Code	IND FOM4 05 0912
Unit Descriptor	This unit covers the knowledge, skills and attitude required in reviewing process specifications, determining the production sequence, identifying production requirements and capacities and preparing schedules for production of a component/part.

Elements	Performance Criteria
1. Review process specifications	<p>1.1 Supporting engineering and production data is examined, where required.</p> <p>1.2 The production processes to be used are determined.</p> <p>1.3 Specifications are obtained and examined.</p>
2. Determine production sequence	<p>2.1 Steps required for the process are identified and flow charts are produced where required in accordance with standard operating procedures.</p> <p>2.2 Material and parts lists are prepared in accordance with standard operating procedures.</p> <p>2.3 Tooling and/or equipment requirements are documented in accordance with standard operating procedures.</p> <p>2.4 Process steps are documented and clearly represented in accordance with standard operating procedures.</p>
3. Identify production requirements and capacities	<p>3.1 Production data is identified and obtained in accordance with workplace procedures.</p> <p>3.2 Inventory capacities and requirements are identified and obtained in accordance with workplace procedures.</p> <p>3.3 Procurement and supply requirements and constraints are identified and obtained in accordance with workplace procedures.</p> <p>3.4 Production capacity and constraints are identified and obtained in accordance with workplace procedures.</p> <p>3.5 Standard times are identified and obtained in accordance with workplace procedures.</p> <p>3.6 Production requirements are obtained with the existing resources and strategies are evolved to fit with it.</p>
4. Prepare schedule for production of a component/part	<p>4.1 Production of component is scheduled in accordance with production, inventory, procurements, time constraints, supply capacities and requirements.</p> <p>4.2 Schedule is documented in accordance with accepted organization procedures and quality management.</p>

Variable	Range
Production processes	These include work planned over a specified timeframe, taking into account required and available resources
Steps	These include steps and milestones against which progress can be checked

Evidence Guide	
Critical Aspects of competence	Assessment requires evidence that the candidate: <ul style="list-style-type: none"> • reviewed process specifications • determine production sequence • identified production requirements and capacities • prepared schedule for production of a component/part
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • production processes found within the organization • tooling and/or equipment requirements for workplace processes • safe workplace practices and procedures • scheduling techniques • production methods • quality assurance requirements • inventory policies • procurement, supply requirements and constraints • general staffing levels, capabilities and application of standard times • machine set-up, capability and application of standard times • enterprise safety requirements and directives
Underpinning skills	Demonstrate skills to: <ul style="list-style-type: none"> • interpret requirements • determine schedules and resources • match personnel to tasks and roles • facilitate problem solving associated with process variations • analyze process parameters • monitor process requirements • communicate effectively within the workplace • document, assess and transfer information • read, interpret and follow information on work specifications, standard operating procedures and work instructions and other reference material • maintain accurate records • implement sequence of operations • clarify and check task-related information • carry-out work according to OHS practices
Resource	Access is required to real or appropriately simulated

Implications	situations, including – <ul style="list-style-type: none"> • work areas • stationary material • rulers and scales
Method of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Oral Questions / Written exam • Observation/Demonstration
Context of Assessment	Competence may be assessed in the workplace or in a simulated workplace setting

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Manage Product Presentation
Unit Code	IND FOM4 06 0912
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 <i>promotional activities</i>.</p> <p>2.2 Organise activities in line with anticipated or researched customer requirements.</p> <p>2.3 Manage <i>promotions</i> 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 <i>organisation pricing policies and procedures</i> 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 <i>legislative requirements</i>.</p>

4. Manage housekeeping	4.1	Develop and implement store policies and procedures in regard to store housekeeping and maintenance .
	4.2	Develop and manage rosters or schedules, ensuring store housekeeping standards are monitored and maintained.
	4.3	Initiate contingency plan 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"> • Target market • Market research • Store image • Store layout and space availability • Seasonal lines • Pricing policy
Promotional Activities	May involve: <ul style="list-style-type: none"> • External and in-store activities • Corporate or locally based activities • Dealing with advertising agencies and consultants
Promotions	May include but not limited to <ul style="list-style-type: none"> • Advertising • Catalogues • Newspapers • Posters • Radio or TV • Suppliers • Internet
Organization pricing policies and procedures	May include but not limited to <ul style="list-style-type: none"> • Marking down of slow moving stock • Soiled or damaged products • Goods closed to used by dates • End of season stock
Legislative requirements may include	<ul style="list-style-type: none"> • Trade Practices and Fair Trading Acts • Consumer Law
Store housekeeping and maintenance may include	<ul style="list-style-type: none"> • Store premises • Fittings • Fixtures • equipment
Contingency plans	<ul style="list-style-type: none"> • major spillages • flood, storm • breakages • black-out • break-in

Evidence Guide			
Critical Aspects of Competence	<p>A person must be able to demonstrate:</p> <ul style="list-style-type: none"> • merchandise according to store policies and procedures • assesses effectiveness of layout and presentation according to sales targets or predetermined objectives • collaboratively plans, coordinates and implements advertising and promotions activities according to store policies and procedures • assesses and reports on effectiveness of advertising and promotions to staff and management according to store policies and procedures • collaboratively plans, coordinates and implements pricing activities according to store policies and procedures • collaboratively plans, coordinates and implements housekeeping activities according to store policies and procedures and OHS legislation, regulations and codes of practice 		
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge and attitudes to:</p> <ul style="list-style-type: none"> • store policies and procedures, in regard to: • layout and presentation • advertising and promotions • pricing or marking down of goods, including risk assessment • housekeeping for premises, fittings, fixtures and equipment • store merchandise and service range • store merchandising plan • range and availability of new products and services • customer demand and market trends • product quality standards • OHS legislation and codes of practice • relevant legislation and statutory requirements • relevant industry codes of practice • pricing procedures, including GST requirements • principles and techniques in: • visual merchandising • project management 		
Underpinning Skills	<p>The following skills must be assessed as part of this unit:</p> <ul style="list-style-type: none"> • providing feedback on performance • interpersonal communication skills to: <ul style="list-style-type: none"> • communicate store standards and expectations to staff • consult floor staff • negotiate arrangements with suppliers, through clear and direct communication • ask questions to identify and confirm requirements • use language and concepts appropriate to cultural differences 		
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	<ul style="list-style-type: none"> • use and interpret non-verbal communication • roster development • report writing • literacy skills in regard to: <ul style="list-style-type: none"> • researching, analysing and interpreting a broad range of written material • preparing rosters • preparing reports • documenting results
Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> • Access to relevant workplace documentation, A retail work environment
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation/Demonstration with Oral questioning
Context of Assessment	<p>Competence may be assessed in the workplace or in a simulated work environment</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Manage Value Chain
Unit Code	IND FOM4 07 0912
Unit Descriptor	This unit covers the knowledge and skills needed to manage a value chain, a supply chain or a demand chain including the close liaison with suppliers and customers and even the managing of the supply/demand chain of smaller suppliers/customers (if they wish it). This unit covers the managing of the supply chain, the demand chain as well as the overall value chain and may be applied to the managing of the chain internally/externally within an organisation.

Elements	Performance Criteria
1. Evaluate the value chain	1.1 Identify all members in the value chain for product/s in area of responsibility 1.2 Identify value added by each member of the chain 1.3 Identify acute and chronic issues which impact on the value chain 1.4 Develop priority list of items for improvement
2. Liaise regularly with chain members	2.1 Establish and maintain regular liaison with all chain members 2.2 Identify current and forecast issues with each member 2.3 Work with members to help them address their issues 2.4 Build trust and confidence in the relationship 2.5 Develop a priority list of items for improvement 2.6 Negotiate with all chain members to ensure improvements benefit chain members and improve the benefits/features perceived by the ultimate customer
3. Monitor the value added at each step	3.1 Identify changes in value added by each chain member 3.2 Identify areas where changes to value added are required 3.3 Develop a priority list of items for improvement 3.4 Work with chain member to bring about improvements to value added
4. Continue to reduce waste	4.1 Identify waste in value chain 4.2 Work with chain members to continually reduce waste

Variable	Range
Value chain	Competitive manufacturing organisations encompass the entire supply system, beginning product design, raw material mining and processing and all tiers of the value chain. Any truly 'competitive' system is highly dependent on the demands of its customers and the reliability of its suppliers. No implementation of competitive manufacturing can reach its full potential without including the entire 'enterprise' in its planning.
Value added	Value added is measured against its contribution to the customer benefits/features and may be in the form of: <ul style="list-style-type: none"> • technical benefits/features • location benefits/features • aesthetic benefits/features • information benefits/features
Waste	Waste is any activity which does not contribute to customer benefit/features in the product. Within production, categories of waste include: <ul style="list-style-type: none"> • excess production and early production • delays • movement and transport • poor process design • inventory • inefficient performance of a process • making defective items. Waste for this unit may include activities which do not yield any benefit to the organisation or any benefit to the organisations customers.

Evidence Guide			
Critical Aspects of Competence	Evidence of ongoing improvements in the value chain should be available, along with the waste reductions which flow from it.		
Underpinning Knowledge and Attitude	<ul style="list-style-type: none"> • purpose of value chain analysis • methods of value chain analysis • types of waste and methods of reducing it • process used to make product • processes employed by other members of the value chain sufficient to have meaningful dialog with them • methods of value analysis 		
Underpinning Skills	To achieve the performance criteria, some complementary skills are required. These skills include the ability to: <ul style="list-style-type: none"> • liaison • negotiation • communication • planning • basic value analysis 		
Resource Implications	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.		
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Methods of Assessment	Competence should be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Demonstration/Observation with Oral Questioning
Context of Assessment	Competence assessment may occur in workplace or any appropriate simulated environment

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Utilize Specialized Communication Skills
Unit Code	<u>IND FOM4 08 0912</u>
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to use specialized communication skills to meet specific needs of internal and external clients, conduct interviews, facilitate group discussions, and contribute to the development of communication strategies.

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

4. Facilitate group discussion	<p>4.1 Mechanisms which enhance effective group interaction are defined and implemented</p> <p>4.2 Strategies which encourage all group members to participate are used routinely</p> <p>4.3 Objectives and agenda for meetings and discussions are routinely set and followed</p> <p>4.4 Relevant information are provided to group to facilitate outcomes</p> <p>4.5 Evaluation of group communication strategies is undertaken to promote participation of all parties</p> <p>4.6 Specific communication needs of individuals are identified and addressed</p>
5. Conduct interview	<p>5.1 A range of appropriate communication strategies are employed in interview situations</p> <p>5.2 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"> • Recognizing own limitations • Utilizing techniques and aids • Providing written drafts • Verbal and non verbal communication
Effective group interaction	<ul style="list-style-type: none"> • Identifying and evaluating what is occurring within an interaction in a non-judgmental way • Using active listening • Making decision about appropriate words, behavior • Putting together response which is culturally appropriate • Expressing an individual perspective • Expressing own philosophy, ideology and background and exploring impact with relevance to communication
Types of Interview	<ul style="list-style-type: none"> • Related to staff issues • Routine • Confidential • Evidential • Non-disclosure • Disclosure
Interview situations	<ul style="list-style-type: none"> • Establish rapport • obtain facts and information • Facilitate resolution of issues • Develop action plans • Diffuse potentially difficult situation

Evidence Guide	
Critical Aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> • Demonstrated effective communication skills with clients and work colleagues accessing service • Adopted relevant communication techniques and strategies to meet client particular needs and difficulties
Underpinning Knowledge and Values	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • communication process • dynamics of groups and different styles of group leadership • communication skills relevant to client groups
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • full range of communication techniques including: <ul style="list-style-type: none"> ▪ active listening ▪ feedback ▪ interpretation ▪ role boundaries setting ▪ negotiation ▪ establishing empathy ▪ communication strategies • communication required to fulfill job roles as specified by the organization
Resource Implications	<p>Access to appropriate workplace where assessment can take place</p>
Methods of Assessment	<p>Competence may be assessed through</p> <ul style="list-style-type: none"> • Direct observation / demonstration • Oral Interview
Context for Assessment	<p>Competence may be assessed in the workplace or in a simulated workplace setting</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Establish Quality Standards
Unit Code	IND FOM4 09 0912
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to establish quality specifications for work outcomes and work performance. It includes monitoring and participation in maintaining and improving quality, identifying critical control points in the production of quality output and assisting in planning and implementing of quality assurance procedures.

Elements	Performance Criteria
1. Establish quality specifications for product	1.1 Market specifications are sourced and legislated requirements identified. 1.2 Quality specifications 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 requirements

	<p>5.3 Work is conducted to produce required outcomes</p> <p>5.4 Work processes are monitored to confirm quality of output and/or service</p> <p>5.5 Processes are adjusted to maintain outputs within specification.</p>
6. Participate in maintaining and improving quality at work	<p>6.1 Work area, materials, processes and product are routinely monitored to ensure compliance with quality requirements</p> <p>6.2 Non-conformance in inputs, process, product and/or service is identified and reported according to workplace reporting requirements</p> <p>6.3 Corrective action is taken within level of responsibility, to maintain quality standards</p> <p>6.4 Quality issues are raised with designated personnel</p>
7. Report problems that affect quality	<p>7.1 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"> • End-users • Customers or stakeholders
Legislated requirements	<ul style="list-style-type: none"> • Verification of product quality as part of consumer legislation or specific legislation related to product content or composition.
Safety procedures	<ul style="list-style-type: none"> • Use of tools and equipment for production works • Workplace environment and handling of material safety, • Following occupational health and safety procedures designated for the task • Respect the policies, regulations, legislations, rule and procedures for manufacturing/production/fabrication works

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

Underpinning Knowledge	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • work and product quality specifications • quality policies and procedures • improving quality at work • hazards and critical points of operation • obtaining and using information • applying federal and regional legislation within day-today work activities • accessing and using management systems to keep and maintain accurate records • requirements for correct preparation and operation • technical writing
Underpinning Skills	<p>Demonstrates skills in:</p> <ul style="list-style-type: none"> • monitoring quality of work • establishing quality specifications for product • participating in maintaining and improving quality at work • identifying hazards and critical control points in the production of quality product • assisting in planning of quality assurance procedures • reporting problems that affect quality • implementing quality assurance procedures
Resource Implications	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> • Workplace or fully equipped environment with necessary tools and equipment as well as consumable materials
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/ Written exam / Oral questioning • Observation/Demonstration
Context of Assessment	<p>Competence may be assessed in the workplace or in a simulated workplace setting</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Develop Individuals and Team
Unit Code	IND FOM4 10 0912
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to determine individual and team development needs and facilitate the development of the workgroup.

Elements	Performance Criteria
1. Provide team leadership	<p>1.1 Learning and development needs are systematically identified and implemented in line with organizational requirements</p> <p>1.2 Learning plan to meet individual and group training and developmental needs is collaboratively developed and implemented</p> <p>1.3 Individuals are encouraged to self-evaluate performance and identify areas for improvement</p> <p>1.4 Feedback on performance of team members is collected from relevant sources and compared with established team learning process</p>
2. Foster individual and organizational growth	<p>2.1 Learning and development program goals and objectives are identified to match the specific knowledge and skills requirements of Competence standards</p> <p>2.2 Learning delivery methods are 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"> • Coaching, monitoring and/or supervision • Formal/informal learning program • Internal/external training provision • Work experience/exchange/opportunities • Personal study • Career planning/development • Performance evaluation • Workplace skills assessment • Recognition of prior learning
Organizational requirements	<ul style="list-style-type: none"> • Quality assurance and/or procedures manuals • Goals, objectives, plans, systems and processes • Legal and organizational policy/guidelines and requirements • Safety policies, procedures and programs • Confidentiality and security requirements • Business and performance plans • Ethical standards • Quality and continuous improvement processes and standards
Feedback on performance	<ul style="list-style-type: none"> • Formal/informal performance evaluation • Obtaining feedback from supervisors and colleagues • Obtaining feedback from clients • Personal and reflective behavior strategies • Routine and organizational methods for monitoring service delivery
Learning delivery methods	<ul style="list-style-type: none"> • On the job coaching or monitoring • Problem solving • Presentation/demonstration • Formal course participation • Work experience and involvement in professional networks • Conference and seminar attendance

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

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Migrate to New Technology
Unit Code	IND FOM4 11 0912
Unit Descriptor	This unit defines the competence required to apply skills and knowledge in using new or upgraded technology. The rationale behind this unit emphasizes the importance of constantly reviewing work processes, skills and techniques in order to ensure that the quality of the entire business process is maintained at the highest level possible through the appropriate application of new technology. To this end, the person is typically engaged in on-going review and research in order to discover and apply new technology or techniques to improve aspects of the organization's activities.

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

Variables	Range
Environmental Considerations	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"> • Broad awareness of current technology trends and directions in the industry (e.g. systems/procedures, services, new developments, new protocols) • Knowledge of vendor product directions • Ability to locate appropriate sources of information regarding metal manufacturing and new technologies • Current industry products/services, procedures and techniques with knowledge of general features • Information gathering techniques
Underpinning Skills	<ul style="list-style-type: none"> • Research skills for identifying broad features of new technologies • Ability to assist in the decision making process • Literacy skills in regard to interpretation of technical manuals • Ability to solve known problems in a variety of situations and locations • Evaluate and apply new technology to assist in solving organizational problems • General analytical skills in relation to known problems
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Demonstration/ Observation with Oral Questioning
Context of Assessment	Competence may be assessed in the workplace or in a simulated workplace setting

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Manage and Maintain Small/Medium Business Operations
Unit Code	<u>IND FOM4 12 0912</u>
Unit Descriptor	This unit covers the operation of day-to-day business activities in a micro or small business. The strategies involve developing, monitoring and managing work activities and financial information, developing effective work habits, and adjusting work schedules as needed.

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

	<p>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 on</p>
5. Evaluate work performance	<p>5.1 Opportunities for improvements are monitored according to business demands</p> <p>5.2 Work schedules are adjusted to incorporate necessary modifications to existing work and routines or changing needs and requirements</p> <p>5.3 Proposed changes are clearly communicated and recorded to aid in future planning and evaluation</p> <p>5.4 Relevant codes of practice are used to guide an ethical approach to workplace practices and decisions</p>

Variable	Range
Resources may include:	<ul style="list-style-type: none"> • staff • money • time • equipment • space
Business goals may include:	<ul style="list-style-type: none"> • sales targets • budgetary targets • team and individual goals • production targets • reporting deadlines
Problem solving techniques may include:	<ul style="list-style-type: none"> • gaining additional research and information to make better informed decisions • looking for patterns • considering related problems or those from the past and how they were handled • eliminating possibilities • identifying and attempting sub-tasks • collaborating and asking for advice or help from additional sources
Time management strategies may include:	<ul style="list-style-type: none"> • prioritizing and anticipating • short term and long term planning and scheduling • creating a positive and organized work environment • clear timelines and goal setting that is regularly reviewed and adjusted as necessary • breaking large tasks into smaller tasks • getting additional support if identified and necessary
Internal and external sources may include:	<ul style="list-style-type: none"> • staff and colleagues • management, supervisors, advisors or head office • relevant professionals such as lawyers, accountants, management consultants • professional associations

Evidence Guide	
Critical Aspects of Competence	<p>A person must be able to demonstrate:</p> <ul style="list-style-type: none"> • ability to identify daily work requirements and allocate work appropriately • ability to interpret financial documents in accordance with legal requirements
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> • Federal and Local Government legislative requirements affecting business operations, especially in regard to occupational health and safety (OHS) and industrial relations • technical or specialist skills relevant to the business operation • relevant industry code of practice • planning techniques to establish realistic timelines and priorities • identification of relevant performance measures • quality assurance principles and methods • relevant marketing, management, sales and financial concepts • methods for monitoring performance and implementing improvements • structured approaches to problem solving, idea management and time management
Underpinning Skills	<ul style="list-style-type: none"> • literacy skills to interpret legal requirements, company policies and procedures and immediate, day-to-day demands • communication skills including questioning, clarifying, reporting, and giving and receiving constructive feedback • numeracy skills for performance information, setting targets and interpreting financial documents and reports • technical and analytical skills to interpret business documents, reports and financial statements and projections • ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities • problem solving skills to develop contingency plans • using computers and software packages to record and manage data and to produce reports • evaluation skills for assessing work and outcomes • observation skills for identifying appropriate people, resources and to monitor work
Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> • Access to relevant workplace documentation, financial records, and equipment
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written exam • Observation/Demonstration with Oral questioning
Context for Assessment	<p>Competence may be assessed in the workplace or in a simulated work environment</p>

Occupational Standard: Furniture Making Operation Management Level IV	
Unit Title	Manage Continuous Improvement System
Unit Code	IND FOM4 13 1012
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted and rewarded.

Elements	Performance Criteria
1. Review programs, systems and processes	1.1 Establish strategies to monitor and evaluate performance of key systems and processes 1.2 Undertake detailed analyses of supply chains, operational and product/service delivery systems 1.3 Identify performance measures, and assessment tools and techniques, and evaluate their effectiveness 1.4 Analyze performance reports and variance from plans for all key result areas of the organization 1.5 Identify and analyze changing trends and opportunities relevant to the organization 1.6 Seek advice from specialists, where appropriate, to identify technology and electronic commerce opportunities
2. Develop options for continuous improvement	2.1 Brief groups on performance improvement strategies and innovation as an essential element of competition 2.2 Foster creative climate and organizational learning through the promotion of interaction within and between work groups 2.3 Encourage, test and recognize new ideas and entrepreneurial behavior where successful 2.4 Accept failure of an idea during trialing, and recognize, celebrate and embed success into systems 2.5 Undertake risk management and cost benefit analyses for each option/idea approved for trial 2.6 Approve innovations through agreed organizational processes
3. Implement innovative processes	3.1 Promote continuous improvement as an essential part of doing business 3.2 Address impact of change and consequences for people, and implement transition plans 3.3 Ensure objectives, timeframes, measures and communication plans are in place to manage

	<p>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"> • addressing environmental and resource sustainability initiatives, such as environmental management systems, action plans, green office programs, surveys and audits • applying the waste management hierarchy in the workplace • complying with regulations and corporate social responsibility considerations for sustainability to enhance the organization's standing in business and community environments • determining organization's most appropriate waste treatment, including waste to landfill, recycling, re-use, recoverable resources and wastewater treatment • implementing ecological footprint • implementing environmental management systems, e.g. ISO 14001:1996 Environmental management systems life cycle analyses • implementing government initiatives, • improving resource and energy efficiency • initiating and maintaining appropriate organisational procedures for operational energy consumption • introducing a green office program - a cultural change program • introducing green purchasing • introducing national and international reporting initiatives, • introducing product stewardship • reducing emissions of greenhouse gases • reducing use of non-renewable resources • referencing standards, guidelines and approaches, such as sustainability covenants and compacts or triple bottom line reporting • supporting sustainable supply chain
Supply chains include:	<ul style="list-style-type: none"> • network of facilities that procures raw materials, transforms them into intermediate products or services and then finished goods or service, and delivers them through a

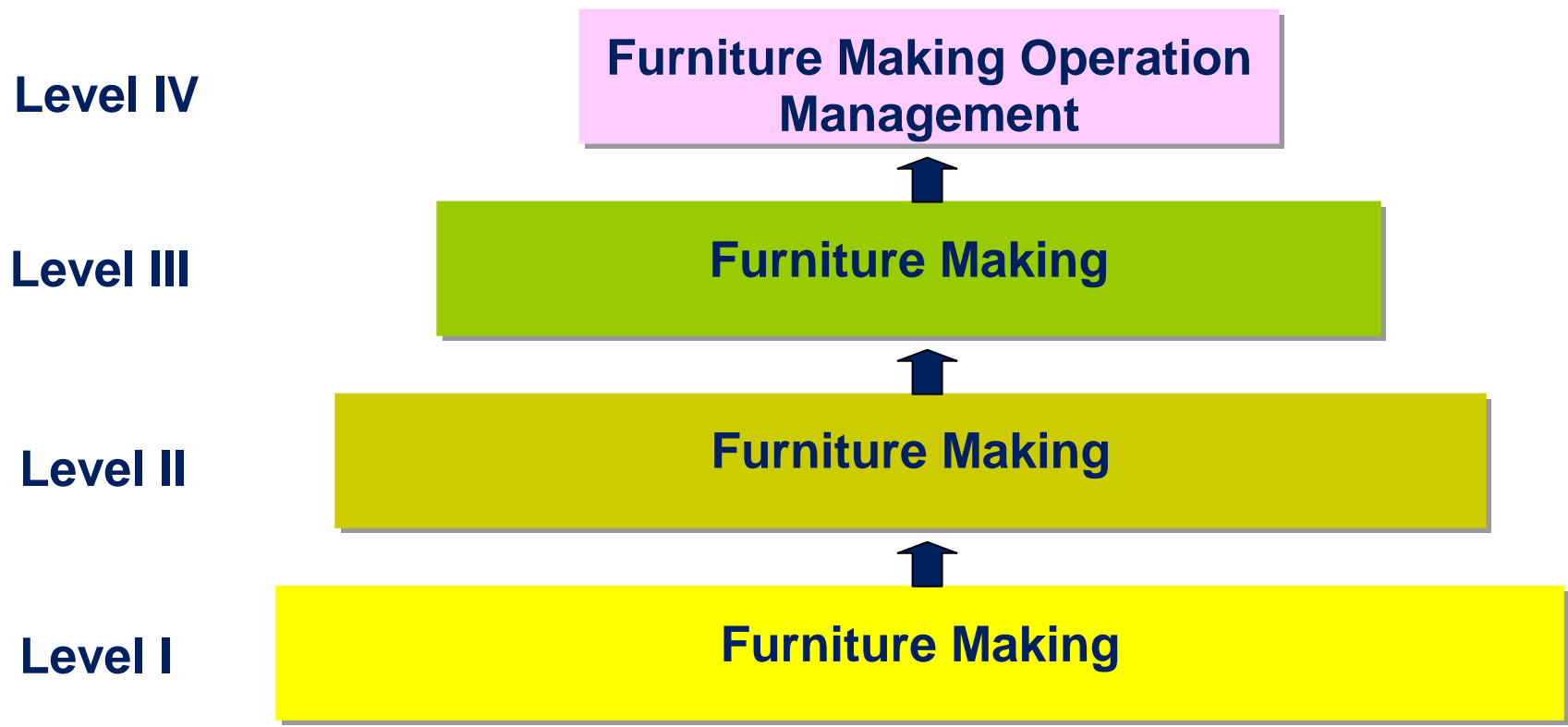
	<p>distribution system</p> <ul style="list-style-type: none"> • procurement, production and distribution, viewed as interlinked not as discrete elements
Performance reports may include:	<ul style="list-style-type: none"> • budget or cost variance • customer service • environmental • financial • OHS •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

Evidence Guide

Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • demonstration of consultation processes to introduce or evaluate an existing continuous improvement process or system, including suggested actions or an action plan • generation of an idea or concept which exhibits creative thinking and which offers the possibility of advantaging the organization • how the concept or idea was introduced, tested and evaluated - the idea or concept does not have to have been shown to work or to be adopted by the business • knowledge of quality management and continuous improvement theories
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • quality management and continuous improvement theories • creativity/innovation theories/concepts • risk management • cost-benefit analysis methods • creativity and innovation theories and concepts • organizational learning principles • quality management and continuous improvement theories • risk management • sustainability practices
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • analytical skills to identify improvement opportunities in relation to • the services/products delivered or concepts/ideas developed • flexibility and creativity skills to think laterally • leadership skills to foster a commitment to quality and an openness to innovation • teamwork and leadership skills to foster a commitment to quality and an openness to innovation
Resources Implication	<p>Access may be required to:</p> <ul style="list-style-type: none"> • workplace procedures and plans relevant to work area

	<ul style="list-style-type: none"> • appropriate documentation and resources normally used in the workplace
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"> • demonstration in the workplace • suitable simulation • oral or written questioning to assess knowledge of principles and techniques associated with change management • evaluation of strategies established to monitor and evaluate performance of key systems and processes • review of briefing of groups on performance improvement strategies and innovation <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: Furniture and Fixture



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