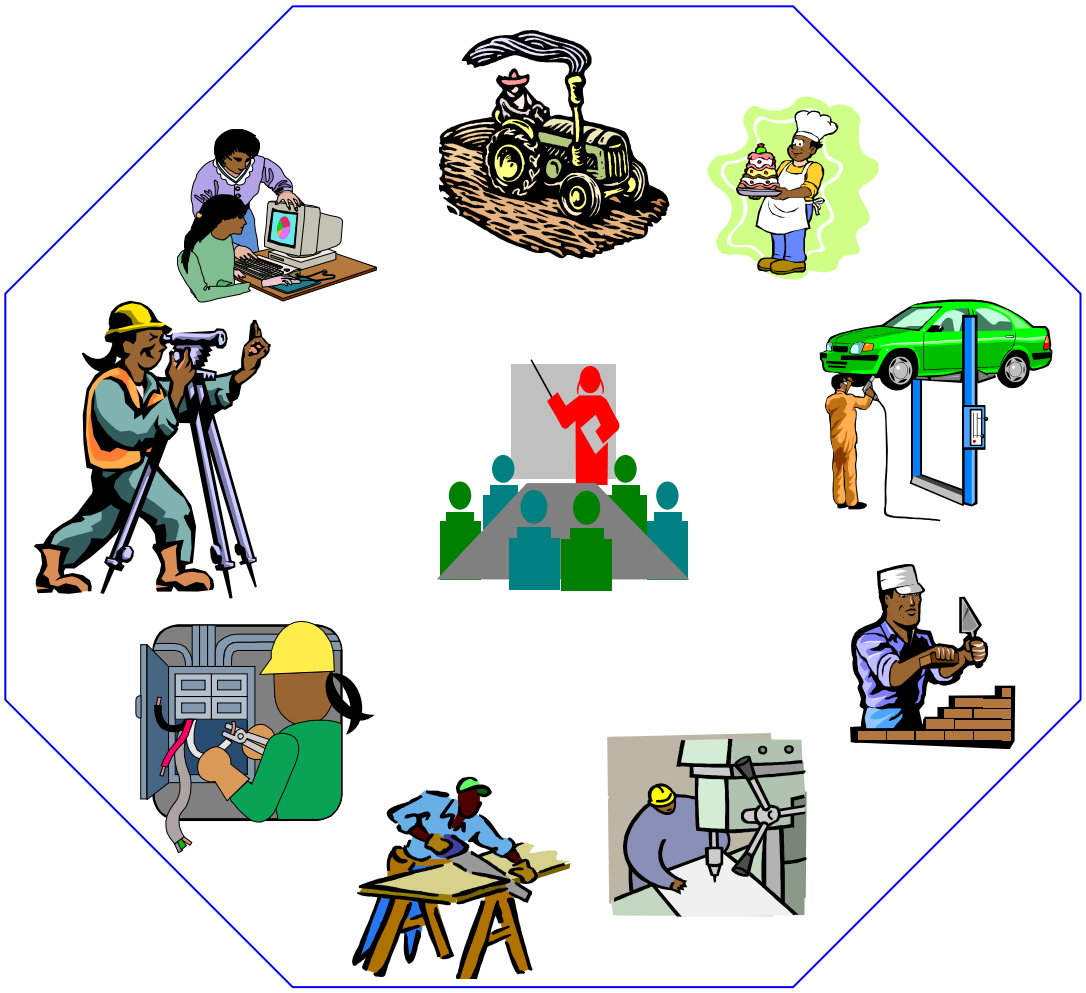
Federal Democratic Republic of Ethiopia

OCCUPATIONAL STANDARD

RETAIL MANAGEMENT

NTQF Level V



Ministry of Education
July 2014

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

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

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

- chart with an overview of all Units of Competence for the respective level including the Unit Codes and Unit of Titles
- contents of each Unit of Competence (competence standard)
- occupational map providing the Technical and Vocational Education and Training (TVET) providers with information and important requirements to consider when designing training programs for this standards, and for the individual, a career path

UNIT OF COMPETENCE CHART

Occupational Standard: Retail Management

Occupational Code: TRD RMT

NTQF Level V

TRD RMT5 01 0714 Set Strategic Plans	**TRD RMT5 02 0714** Establish Business Legal and Legislative Requirements	**TRD RMT5 03 0714** Review Product or Service Performance
TRD RMT5 04 0714 Establish a Franchise Operation	**TRD RMT5 05 0714** Produce Retail Visual Illustrations	**TRD RMT5 06 0714** Manage Establishment of New Sites or Regions
TRD RMT5 07 0714 Manage Budgets and Financial Plans	**TRD RMT5 08 0714** Manage Operations to Budget	**TRD RMT5 09 0714** Manage Human Resources Management Information Systems
TRD RMT5 10 0714 Manage Sales Teams	**TRD RMT5 11 0714** Manage Business Customers	**TRD RMT5 12 0714** Manage Diversity within the Business
TRD RMT5 13 0714 Manage Meetings	**TRD RMT5 14 0714** Manage Project Quality	**TRD RMT5 15 0714** Facilitate and Capitalize on Change and Innovation
TRD RMT5 16 0714 Manage Continuous Improvement Process (Kaizen)		

Occupational Standard: Retail Management Level V	
Unit Title	**Set Strategic Plans**
Unit Code	**TRD RMT5 01 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop strategic plans.

Elements	**Performance Criteria**
Communicate and implement mission statement.	***Mission statement*** is communicated according to store's stated purpose and values. Mission statement is interpreted in active consultation with ***team members and management***.
Set objectives and targets.	2.1 Objectives and targets are developed after active consultation with team members and management according to ***store policy and procedures***. 2.2 ***Strategies and objectives*** are ensured to accurately reflect the overall ***store mission and values***. 2.3 Strategies and objectives are ensured to be attainable, cost-efficient and realistic within a designated timeframe and allowed for continuous improvement planning. 2.4 Strategies and objectives are ensured to contain sufficient detail and allow development of specific projects. 2.5 ***Constraints upon objectives*** are clearly acknowledged.
Develop action plans	3.1 Action plans are developed, evaluated and implemented according to store policy and procedures. 3.2 Action plans are ensured to contain clear, comprehensive and concise details. 3.3 Action plans of appropriate operational and other relevant considerations are taken into account. 3.4 Proposals targets, standards and implementation methods are identified.

Variable	**Range**
Mission statements	May include but not limited to: • formal • informal • communicated verbally • Communicated in writing

Team members and management	May include but not limited to: • people with varying degrees of language and literacy • people from a range of cultural, social and ethnic backgrounds • People with a range of responsibilities and job descriptions
Store policy and procedures	May include but not limited to: • strategic planning
Strategies and objectives	May include but not limited to: • technology • time management • standards of work • quality • quantity • human relations, personal development • legal issues • internal and external operating environments • implementation of policy and procedures • development and communication of ideas • development of product and service provision • problem solving • financial control and accounting • profits • management systems • inventory control • loss prevention
Store mission and values	May include but not limited to: • customer relationships • supplier relationships • legal requirements • WHS • equal opportunity • ethics • employment • human relations • training • Environment
Constraints upon objectives	May include but not limited to: • internal considerations • External considerations

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • interprets, communicates and implements store's mission statement

	• collaboratively develops team objectives reflecting the store's mission statement • collaboratively develops strategies for achieving team objectives • Collaboratively develops effective action plans to implement strategies, including targets, standards and implementation methods
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • store policy and procedures in regard to strategic planning • store purpose and values • store mission statement • internal and external operating environment principles and techniques in strategic planning
Underpinning Skills	Demonstrates skills of: • analytical and management skills to implement and evaluate plans • interpersonal communication skills to: ➢ interpret and communicate mission statement ➢ develop objectives and targets in consultation with team members and management through clear and direct communication ➢ ask questions to identify and confirm requirements ➢ use language and concepts appropriate to cultural differences ➢ use and interpret non-verbal communication ➢ present reports ➢ conduct group presentations ➢ conduct consultative processes • literacy skills to: ➢ document strategic plans ➢ interpret information • numerical skills in regard to financial and budget planning
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.
Assessment Methods	Competency may be assessed through: • Interview / Written Test • Observation/ Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Establish Business Legal and Legislative Requirements**
Unit Code	**TRD RMT5 02 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to identify and understand the salient features of the legal environment as they affect businesses, and to establish compliance with legal and legislative requirements. This unit covers aspects of contract law, intellectual property, product recall risk, and transfer of ownership across national boundaries.

Elements	Performance Criteria
1. Examine legal compliance of business-to-business arrangements	1.1 Key elements of major ***legal oversight systems*** affecting business-to-business operations are determined. 1.2 Various issues affecting ***different forms of contract and agreements*** are compared within business operations. 1.3 Business entities commonly encountered are detailed in the business environment. 1.4 Legal aspects of ***financial transactions*** are examined within business operations. 1.5 ***Legal requirements*** are determined for the sale of products and services across state, territory, regional and national borders.
2. Establish compliance of current product recall policy and procedures	2.1 ***Procedures and guidelines*** are developed for supplier-initiated recalls. 2.2 Recall procedures and guidelines are developed for government or industry-initiated recalls. 2.3 Product recall procedures and guidelines are ensured to comply with prevailing legislative, legal and industry requirements. 2.4 Product recall procedures and policies are circulated to ***relevant personnel*** and business partners. 2.5 Procedures are established for halting or monitoring the sale and distribution of recalled products. 2.6 ***Staffs*** are informed of risks associated with recalled products. 2.7 Policy and procedures are established for dealing with media and consumer enquiries relating to product recalls.

	2.8 Storage, isolation or disposal processes for recalled products are established according to risk and recall notification. 2.9 Records and reports on product recall activities and costs are analysed.
3. Ensure compliance of parties undertaking business transactions	3.1 Legal rules related to ownership of assets and intellectual property is determined. 3.2 Legal rules related to the transfer of risk are applied. 3.3 Warranties are designed and issued in compliance with relevant legislation. 3.4 Insurance for business operations and products are ensured in compliance with relevant legislation. 3.5 Legal remedies and enforcement options available are determined for the resolution of disputes.
4. Ensure compliance with business and contract law	4.1 Requirements are determined and applied for a valid contract to be formed in a business environment. 4.2 Remedies available are applied for breaches of contract within a business-to-business transaction. 4.3 Range of principles affecting business-to-business licensing and other agreements are analysed and applied.
5. Analyse application of intellectual property	5.1 Major principles related to intellectual property and its creation are determined. 5.2 Various forms or categories of intellectual property are compared. 5.3 Law of copyright is applied in business-to-business transactions and relationships. 5.4 Law of design is applied in business-to-business transactions and relationships. 5.5 Various methods of regulating patents and trademarks area are analysed in an international and local business environment. 5.6 Principles of assignment and licensing of ***intellectual property*** rights are applied. 5.7 Legal consequences of franchising of intellectual property rights held by a business are determined.
6. Ensure compliance with workplace and safety	6.1 Policies and procedures are identified and implemented to ensure goods are handled, stored and transported safely and according to requirements for dangerous and hazardous materials.

laws	6.2 Policies and procedures are identified and implemented to ensure food is handled, stored and transported according to food safety requirements. 6.3 Policies and procedures are identified and implemented to ensure Equal Employment Opportunity (EEO), anti-discrimination and related legislative provisions and business fields are implemented. 6.4 Information is ***recorded***, stored and transferred according to legislative and business requirements. 6.5 Access to records is administered according to legislative and business requirements ensuring customer and staff privacy is protected. 6.6 ***Appropriate channels*** are used to report and action ***grievances or complaints*** against individual behaviour or practices in line with organisational policies and procedures.

Variable	**Range**
Legal oversight systems	May include but not limited to: • Ethiopian Trade Computation and Customer Protection Authority • provisions • contract law • environmental protection, and sustainability • EEO • license, patent or copyright arrangements • WHS • Ethiopian consumer Protection law and fair trading Acts • transport, storage and handling of goods • Workplace relations.
Different forms of contract and agreements	May include but not limited to: • common-use arrangements or standing offers • consequences • contracts, including: ➢ contracts as detailed under the Ethiopian consumer Protection law ➢ external contracts • in-house service level agreements • letters of appointment or intent • memorandums of understanding or memorandums of agreement • non-compliance

	• people contracts • petty cash • purchase orders • trade partners • verbal and written orders
Financial transactions	May include but not limited to: • Cash on Delivery (COD) • cheques • Visa card • customer account management • customer refunds • deposits • hire-purchase • Withdrawals.
Legal requirements	May include but not limited to: • liquor laws • lottery legislation • WHS • pricing procedures • sale of second-hand goods • tobacco laws • Ethiopian consumer Protection law and fair trading Acts.
Procedures and guidelines	May include but not limited to: • approvals obtained • claim procedures on recalled products • consultation with key stakeholders • impact on business relationships and contractual arrangements • insurance issues • legal requirements • organising logistics • reporting compliance • timing • Warnings • customer documented in hard copy or electronic manuals • implemented at business, team or operational levels • product or service-specific • Territory or location-specific.-specific
Relevant personnel	May include but not limited to: • employees • internal or external contacts • relevant managers • Supervisors.
Staffs	May include but not limited to: • full-time, part-time, casual or contract staff

	• people from a range of cultural, social and ethnic backgrounds • people with a range of responsibilities and job descriptions • People with varying degrees of language and literacy.
Intellectual property	May include but not limited to: • ability to show ownership • legal and legislative provisions • location, for example, international variations in legal protection • nature of product or service delivery • nature of the product or service • Scope of protection sought.
Recording	May include but not limited to: • asset registers • evaluation process documentation • financial statements • human resources files • invoices and payment requests • offer and contract documents • purchase requests and orders • records of authorized officers' decisions • records of conversation • records of supplier performance • statements and petty cash vouchers • Tender submissions and proposals.
Appropriate channels	May include but not limited to: • informal and formal meetings • presentations • verbal reports • Written reports.
Grievances or complaints	May include but not limited to: • customers • management • staff • staff representatives.

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • completes tasks associated with management of a business operation in a satisfactory and timely manner and in compliance with legal and legislative requirements • uses relevant legal and statutory rights to protect the business brand and intellectual property • implements and documents product recall procedures for a business operation

	• describes and complies with legal rules relating to transfer of risk and legal obligations affecting a specific range of business operations, including import and export operations • establishes and implements appropriate reporting procedures and record-keeping systems for a business operation • Processes documentation relating to business and legal compliance within a set timeframe.
Underpinning Knowledge and Attitudes	Demonstrate knowledge in: • business policy and procedures affecting job role or function • contract validation • information sources on product and supply arrangements for customers • principles relating to intellectual property • product and service warranties • relevant legislation and statutory requirements, including: ➢ Work Health and Safety (WHS) ➢ Ethiopian consumer Protection law ➢ domestic and international law, conventions, agreements and legislation • remedies available for breach of contract • reporting requirements • business context, both national and international, in which the legal, insurance, rights and contractual sources of information apply
Underpinning Skills	Demonstrates skills of: • communication and interpersonal skills to: ➢ discuss risk management plan ➢ inform staff of risks associated with recalled products through clear and direct communication ➢ share information ➢ use and interpret non-verbal communication ➢ use language and concepts appropriate to cultural differences • literacy and numeracy skills to: ➢ determine the costs and consequences of non-compliance with key legal obligations and requirements affecting wholesale transactions ➢ interpret language and meaning associated with legislative, statutory, legal, insurance and contractual documents that span national and international contexts ➢ record, store and transfer information ➢ research, plan, analyse and organize information • self-management skills to apply relevant legal principles
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.
Assessment Methods	Competency may be assessed through: • Interview / Written Test • Observation/ Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Review Product or Service Performance**
Unit Code	**TRD RMT5 03 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to review the performance of retail or wholesale products or services as part of continuous improvement.

Elements	Performance Criteria
1. Conduct internal research on current retail or wholesale business position	1.1 ***Strategic goals and performance indicators*** are compared with actual performance. 1.2 ***Forecasts*** are compared for a range of future products and services. 1.3 Forecasts are compared for future products and services with performance of current range.
2. Conduct external research on current business position	2.1 Business performance is ascertained in the marketplace using best available and reliable ***indicators***. 2.2 ***Information*** on current business performance is collected and analysed from business partners.
3. Assess opportunities for new products and services	3.1 Information about emerging products and services are assessed. 3.2 Information about emerging products and services are checked with ***internal staff and supplier personnel***. 3.3 Shifts in demand are assessed and compared for current products and services. 3.4 Information about emerging products and services are factored into ***plans***. 3.5 Marketing plans and sales strategies are adjusted to reflect emerging customer demands and changing market demographics.
4. Monitor product and service performance	4.1 ***Performance*** of products and services is analysed. 4.2 Changes are initiated to range based on current performance of products and services.

	4.3 Analysis of business performance is discussed and reviewed with relevant ***internal and external personnel***. 4.4 Retail or wholesale products and services are reviewed to accurately monitor business success.

Variable	**Range**
Strategic goals and performance indicators	May include but not limited to: • consultation with key stakeholders • budget considerations • procurement processes • approval processes • Contractual arrangements
Forecasts	May include but not limited to: • product or service • merchandising and sales strategy • Promotional strategies and their duration, cycle, territory coverage and product or service focus
Indicators	May include but not limited to: • Ethiopian Statistics Agency • competitor information • annual reports • trade publications • field reports • Stock market analyses
Information	May include but not limited to: • verbal communication, including face to face, telephone, internet and radio • written communication such as data exchange, letters, e-mails • Feedback
Internal staff and supplier personnel	May include but not limited to: • people with varying degrees of language and literacy • people from a range of cultural, social and ethnic backgrounds • People with a range of responsibilities and job descriptions
Plans	May include but not limited to: • strategic business plans • marketing • promotional • sales strategies • purchasing and procurement • disposal • human resources • public relations

	• contingency • risk management • Environmental
Performance	May include but not limited to: • contact history • purchase requests and orders • tender submissions and proposals • invoices and payment requests • statements and petty cash vouchers • offer and contract documents • evaluation process documentation • records of supplier performance • Financial statements
Internal and external personnel	May include but not limited to: • specialist contacts • employees • supervisors • store manager • Area manager

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • researches and assesses opportunities for new products or services against performance of current products or services • monitors, evaluates and reports on product or service performance over a period of time • liaises with suppliers and other business partners to prepare up-to-date and accurate data on product or service performance for consideration within planning processes • Produces concise reports to convey information regarding product or service performance to relevant personnel according to business policy.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • current business position • opportunities for new products • business performance over time • rationale for current products and services • product and service performance analysis techniques • Work Health and Safety (WHS) aspects of job • relevant commercial law and legislation
Underpinning Skills	Demonstrates skills of : • interpersonal skills to:

	➢ check information with business and supplier personnel ➢ discuss and review analysis of business performance with relevant internal and external personnel through clear and direct communication ➢ ask questions to identify and confirm requirements ➢ use language and concepts appropriate to cultural differences ➢ use and interpret non-verbal communication • literacy and numeracy skills to: ➢ read and interpret a range of business documentation ➢ access and interpret client and sales information ➢ calculate figures ➢ generate reports ➢ research and analyse internal and external factors that affect current business position ➢ estimate and project sales figures to set sales objectives ➢ management skills to strategies, plan and priorities market opportunities
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Establish a Franchise Operation**
Unit Code	**TRD RMT5 04 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to establish a franchising operation from an existing business, chain of businesses or planned concept.

Elements	Performance Criteria
1. Research feasibility of establishing a franchise operation	1.1 Research is undertaken into franchising models. 1.2 Existing business or planned concept is analyzed to determine opportunity for expansion into franchise operation. 1.3 Market research is undertaken on product or service. 1.4 Financial feasibility of proposed franchise operation is undertaken. 1.5 Assistance is sought with feasibility study from ***specialists and relevant parties*** as required. 1.6 Business plan is completed for franchise operation. 1.7 Marketing plan is completed for franchise operation.
2. Plan for establishment of a franchise operation	2.1 Financial backing is secured for franchise operation. 2.2 Franchise concept is defined in terms of ***roles and responsibilities of franchisor and franchisees***. 2.3 Advice is sought from specialists and relevant parties to complete documentation of franchising concept. 2.4 Procedures are developed and documented to guide ***franchisees'*** and franchisor's operations. 2.5 ***Human and physical resources*** required are determined to commence franchise operation. 2.6 Agreement is developed and obtained and recruitment strategies are implemented for potential franchise.
3. Implement plan for establishment of a franchise operation	3.1 Marketing of franchise operation is undertaken. 3.2 Franchisees are identified to commence franchise operation and formalize agreements. 3.3 Franchisees are assisted in developing a business plan and a marketing plan.

	3.4 Physical and human resources are obtained to implement franchise operation. 3.5 ***Operational unit*** is established to support and coordinate franchise operation. 3.6 Monitoring process is developed and implemented for managing franchise operation.
4. Review implementation process	4.1 Review process is developed and implemented for implementation of franchise operation. 4.2 Improvements are identified in franchising operation and associated management processes. 4.3 Improvements are identified ad implemented and effectiveness is monitored.

Variable	**Range**
Specialists and relevant parties	May include but not limited to: • accountants, legal representatives, financial planners and financial institution representatives, business planning specialists, marketing specialists and franchising consultants • chambers of commerce
Roles and responsibilities of franchisor and franchisees	May include but not limited to: • agreement between franchisor and franchisees • conditions for franchises • services provided to franchises
Franchisees	May include but not limited to: • chain of outlets • existing businesses • interested parties including a trial sample of franchises
Human and physical resources	May include but not limited to: • communications equipment • office premises • software and hardware • specialist services through outsourcing, contracting and consultancy • staff • vehicles
Operational unit	May include but not limited to: • home-based site or other location such as leased or owned property • office location staffed with required personnel and equipped to service and support franchisees

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • carrying out initial research into feasibility of the franchise operation • documenting a business plan, through to implementing the plan • establishing an agreement with franchisees which specifies roles and responsibilities of both parties • Knowledge of relevant legislation and national standards.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • Occupational Health and Safety (OHS) requirements specific to the nature and type of franchising operations • legislation and national standards, for example: ➢ legislation specific to nature and type of franchising operations ➢ company law, fair trading and anti-discrimination • financing options • Franchising operations.
Underpinning Skills	Demonstrates skills in: • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • marketing skills to promote new franchises • Problem-solving skills to resolve issues in commencement of operations and new franchises.
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Produce Retail Visual Illustrations**
Unit Code	**TRD RMT5 04 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to produce simple visual illustrations of proposed product presentations and exhibition displays. It covers design elements, illustration techniques and colour schemes to produce illustrations that depict in situ product presentations and exhibition displays. It also includes consulting with clients to clarify available budgets.

Elements	Performance Criteria
1. Produce product illustrations.	1.1 ***Illustration techniques*** and relevant ***equipment and materials*** are used to depict accurate observation of products. 1.2 Shading, tonal scales, contour, variation in weight of line work, and balance of negative space are applied to depict products. 1.3 Colour and finish of sample products are accurately reflected. 1.4 Products are depicted in correct proportion and to ***customer*** specification.
2. Produce images of objects and interiors.	2.1 Accurate observation of proportion is used in sketch illustrations. 2.2 Sketches of objects and interiors are drawn in perspective. 2.3 Effective contrast of tone, colour and surface is demonstrated in sketch illustrations. 2.4 Situ mannequins are depicted in correct proportion.
3. Produce interior and exterior colour schemes.	3.1 Terms of brief and budget limitations are negotiated with client. 3.2 Colour sample boards are produced to demonstrate ***interior and exterior colour schemes*** with colours and textures to suit corporate image, target market and ***promotional themes***. 3.3 Store and merchandise colour concepts are produced with accurate specifications and tonal rendering to meet client

	requirements.
4. Produce colour schemes for promotions.	4.1 Colour schemes are produced to suit specific visual merchandising promotional themes. 4.2 Sketches are designed to reflect ***design elements*** required for the visual identity of the promotion. 4.3 Colour visual sketches are used to demonstrate the colour scheme will appear in situ.
5. Produce quick sketches.	5.1 A variety of methods, techniques and effects are used to describe fixtures, product presentations and display points. 5.2 Sketches suitable for presentation to industry are produced.

Variable	**Range**
Illustration techniques	May include but not limited to: • linear marks of differing intensity and character, including: ➢ curvilinear ➢ sharp ➢ soft, using side of pencil, marker or crayon ➢ thick ➢ thin • linear marks to produce illusion of three-dimensional (3-D) form • online illustrations • quick marker sketches • simple linear perspective • tonal range to produce illusion of 3-D • using colour • using mixed drawing media and a range of techniques to produce drawings
Equipment and materials	May include but not limited to: • charcoal • coloured pencils • fine liner pens • marker pens • pastels and chalks • pencils from B to 6B • Watercolour
Customer	May include but not limited to: • customer with routine or special requests • internal and external contact • new or repeat contact • people from a range of social, cultural and ethnic backgrounds • People with varying physical and mental abilities

Interior and exterior colour schemes	May include but not limited to: • department stores • exhibition stands • Interiors and exteriors of shops
Promotional themes	May include but not limited to: • seasonal events, such as: ➢ religious holidays ➢ Mother's day ➢ Valentine's day ➢ sports events ➢ Seasonal sales etc. • cultural themes, such as: • enterprise-specific promotions, such as: ➢ birthday sale ➢ home wares sale ➢ daily sale ➢ perfume promotion • Specific product promotional events, such as exhibitions
Design elements	May include but not limited to: • colour • direction • line • shape • size • Texture

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • develops examples of accurate representational images of selected objects and interiors • uses colour schemes to suit specific visual merchandising promotional themes • Develops quick marker sketches
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • roles and responsibilities of internal and external groups and teams with regard to visual merchandising • relevant legal and legislative provisions relating to the development and manufacture of visual merchandising signs, including Work Health and Safety (WHS) • elements and principles of design • psychological and marketable characteristics of color in visual merchandising

Underpinning Skills	Demonstrates skills of: • communication and interpersonal skills to: ➢ ask questions to identify and confirm requirements ➢ negotiate with internal and external groups and teams with regard to visual merchandising through clear and direct communication ➢ share information ➢ use and interpret non-verbal communication ➢ use language and concepts appropriate to cultural differences • technical skills to: ➢ use colour planning and blocking in retail visual merchandising design concepts ➢ use hand-drawn in-perspective sketching ➢ use tone, color and surface in sketch illustrations
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Establishment of New Sites or Regions**
Unit Code	**TRD RMT5 06 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage the establishment of new sites or regions within an existing franchise operation and select new operators for existing franchises. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Elements	Performance Criteria
1. Identify opportunities for new franchise sites or regions	1.1 Franchise organization's ***strategic plan*** is accessed for expansion of franchise operation to determine opportunities for new sites or regions. 1.2 Analysis is made from closures of existing sites or regions and other ***industry data*** to identify opportunities for new sites or regions. 1.3 Market research is undertaken to identify opportunities for new sites or regions. 1.4 Agreement on new sites and regions is obtained from senior management as relevant. 1.5 Opportunities are confirmed and documented for new sites or regions within franchisor's policies.
2. Select new franchisees	2.1 ***Applicants for new sites or regions*** are supplied with ***requirements for establishing a franchise***. 2.2 Each applicant's suitability and ability to meet franchisor's requirements are checked in consultation with applicants and franchise operations management. 2.3 Each ***applicant's business planning documents*** are evaluated for suitability.
3. Assist potential franchisees with establishing new franchise	3.1 Potential franchisees are assisted with completion of business and marketing plans. 3.2 Issues raised are clarified in relation to operation of the franchise with potential franchisees. 3.3 Potential franchisees are assisted with obtaining required ***permits***, site selection and financing options. 3.4 Potential franchisees, marketing or other cooperative funds,

	intellectual property rights and rights are communicated and clarified to client database. 3.5 ***Physical and human resources*** required are determined for commencement of franchise in conjunction with potential franchisee.
4. Formalize agreement with new franchisee/s	4.1 Checks are made to ensure franchisee/s meet all ***requirements for entering into franchise agreement***. 4.2 Agreement is completed with new franchisee/s and necessary signatures are obtained. 4.3 Date is determined for commencement of franchise/s
5. Assist franchisee/s in opening new franchise	5.1 Franchisee/s is/are assisted with obtaining required physical and human resources to commence operations 5.2 Franchisee/s is/are assisted with obtaining required products to commence operations 5.3 Responsibilities of franchisor are determined and implemented as per franchise agreement. 5.4 Assistance is provided to franchisee/s to determine and implement strategies, processed to meet ***franchisee obligations*** and ***legislative requirements*** and managed as per franchise agreement and the franchise. 5.5 Ability is monitored to commence franchise operations on due date in conjunction with franchisee/s 5.6 ***Training*** needs of franchisee/s are determined and required training is facilitated. 5.7 Problems arising in setting up franchise are resolved to commence business operations in conjunction with franchisee/s. 5.8 Operations of new site or region are commenced within specified timeframes and within parameters set down by franchisor.

Variable	**Range**
Strategic plan	May include but not limited to: • geographic spread of franchises • limits of regions/sites • number of franchises • other criteria for establishing new sites or regions
Industry data	May include but not limited to: • information and statistics from government departments and

	agencies • reports and data from peak bodies
Applicants for new sites or regions	May include but not limited to: • those opening a new site or region • those taking over an existing franchise
Requirements for establishing a franchise	May include but not limited to: • capital or financial backing • franchise specific requirements • physical aptitude or fitness • receipt of disclosure document as specified in the Franchising Code of Conduct • skill levels or appropriate experience
Products	May include but not limited to: • consumables • raw materials • stock
Applicant's business planning documents	May include but not limited to: • business plan • financial plan • marketing plan • other planning documents
Permits	May include but not limited to: • dangerous goods • fire safety and OHS • local government permits • other permits governed by state/territory legislation • specific business operations such as liquor license
Physical and human resources	May include but not limited to: • franchise specific equipment • IT and communications equipment • premises • products (consumables, raw materials, stock) • shop fittings/office furniture • staff • vehicles
Requirements for entering into franchise agreement	May include but not limited to: • awareness and understanding of requirements • competence • financial • health, fitness and aptitude • probity and police checks
Franchisee obligations	May include but not limited to: • fees and pricing structures • franchise corporate image requirements and branding

	• merchandising requirements • quality assurance requirements • recognition of identified territory to avoid encroachment of territory between franchisees • reporting of income, sales and turnover • stock control and inventory requirements, and reporting of this information
Legislative requirements	May include but not limited to: • Ethiopian custom and revenue authority requirements, including requirements to register as a business and obtain an Ethiopian Industrial Standard Classification • Dangerous Goods Act requirements • fire regulations • food safety requirements • Liquor Licensing Act requirements • local government planning and land use zoning regulations • OHS requirements • other legislative requirements specific to the nature and type of franchise • relevant permits, licenses and completion of training programs such as in safe food handling • requirements under employment legislation
Training	May include but not limited to: • scheduled on a cyclical basis (such as yearly refresher courses and product knowledge workshops) • specified in initial franchise agreement • required by legislation such as first aid

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • establishing a strategic plan for franchise expansion • providing advice and support to franchisees • completing an agreement with franchisees • Knowledge of relevant legislation and national standards.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • Legislation and national standards relating to Occupational Health and Safety (OHS), company law, fair trading, anti-discrimination and other areas specific to the franchise operation
	• franchise specific obligations: ➢ as per franchise agreement ➢ as per updates and amendments to agreement over time

Underpinning Skills	Demonstrates skills of: • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • communication and negotiation skills to secure new franchisees and sites • Problem-solving skills to resolve issues in establishment of formal agreements with franchisees.
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Budgets and Financial Plans**
Unit Code	**TRD RMT5 07 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to undertake financial management within a work team in an organisation. This includes planning and implementing financial management approaches, supporting team members whose role involves aspects of financial operations, monitoring and controlling finances, and reviewing and evaluating effectiveness of financial management processes in line with the financial objectives of the work team and the organisation.

Elements	Performance Criteria
1. Plan financial management approaches	1.1 ***Budget/financial plans*** are accessed for the work team. 1.2 Budget/financial plans are clarified with ***relevant personnel*** within the organization to ensure that documented outcomes are made achievable, accurate and comprehensible. 1.3 Any changes required to be made to budget/financial plans are negotiated with relevant personnel within the organization. 1.4 ***Contingency plans*** are prepared in the event that initial plans need to be varied.
2. Implement financial management approaches	2.1 Relevant details of the agreed budget/financial plans are disseminated to team members. 2.2 ***Support*** is provided to ensure team members can competently perform ***required roles*** associated with the management of finances. 2.3 ***Resources and systems*** are determined and accessed to manage financial management processes within the work team.
3. Monitor and control finances	3.1 ***Processes*** are implemented to monitor actual expenditure and control costs across the work team. 3.2 Expenditure and costs on an agreed cyclical basis are monitored to identify cost variations and expenditure overruns. 3.3 Contingency plans are implemented, monitored and modified

	as required to maintain financial objectives. 3.4 Budget and expenditure are ***reported*** on in accordance with organizational protocols.
4. Review and evaluate financial management processes	4.1 Analysis, ***data and information*** on the effectiveness of financial management processes are collected and collated within the work team. 4.2 Data and information on the effectiveness of financial management processes are analyzed within the work team and any improvements are identified, documented and recommended to existing processes. 4.3 Agreed improvements are implemented and monitored in line with financial objectives of the work team and the organization

Variable	**Range**
Budget/financial plans	May include but not limited to: • cash flow projections • long-term budgets/plans • operational plans • short-term budgets/plans • spreadsheet-based financial projections • targets or key performance indicators for production, productivity, wastage, sales, income and expenditure
Relevant personnel	May include but not limited to: • financial managers, accountants or financial controllers • supervisors, other frontline managers
Contingency plans	May include but not limited to: • contracting out or outsourcing human resources and other functions or tasks • diversification of outcomes • finding cheaper or lower quality raw materials and consumables • increasing sales or production • recycling and re-using • rental, hire purchase or alternative means of procurement of required materials, equipment and stock • restructuring of organisation to reduce labour costs • risk identification, assessment and management processes • seeking further funding • strategies for reducing costs, wastage, stock or consumables

	• succession planning
Support	May include but not limited to: • access to specialist advice • documentation of procedures • help desk or identified experts within the organisation • information briefings or sessions • intranet-based information • training including mentoring, coaching and shadowing
Required roles	May include but not limited to: • arranging for use of corporate credit cards • banking • debt collection • ensuring security, accuracy and currency of financial operations • invoicing clients, customers and consumers • maintaining journals, ledgers and other record keeping systems • maintaining petty cash system • purchasing and procurement • wages and salaries payments and record keeping
Resources and systems	May include but not limited to: • hardware and software • human, physical or financial resources • record keeping systems (electronic and paper-based) • specialist advice or support
Processes	May include but not limited to: • reporting of: ➢ assets ➢ consumables ➢ equipment ➢ expenditure ➢ income ➢ stock ➢ wastage
Reporting	May include but not limited to: • bank statements • credit card statements • financial reports • invoices and receipts • ledgers and journals • logs

	• petty cash records • spreadsheet-based records
Data and information	May include but not limited to: • bank account records • cash flow data • contracts • credit card receipts • employee timesheets • files of paid purchase and service invoices • income and expenditure • insurance reports • invoices • job costing • petty cash receipts • quotations • taxation records • wages/salaries books

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • financial skills required to work with and interpret budgets, ageing summaries, cash flow, petty cash, and profit and loss statements • Knowledge of the record keeping requirements
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • basic accounting principles • organisational requirements related to financial management • relevant legislation and current requirements of the Ethiopian custom and revenue authority • requirements for organisational record keeping and auditing • principles and techniques involved in: ➢ budgeting ➢ cash flows ➢ electronic spreadsheets ➢ ledgers and financial statements ➢ profit and loss statements.
Underpinning Skills	Demonstrates skills of: • numeracy skills to read and understand a budget and to update a budget • Technology skills to use software associated with financial record keeping.

Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Operations to Budget**
Unit Code	**TRD RMT5 08 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to control cost expenditure while managing the overall activities of a wholesale or retail operational area to budget.

Elements	Performance Criteria
1. Control costs	1.1 Effective cost reduction measures are implemented according to ***company policy and procedures***. 1.2 ***Information*** on costs and ***resource*** allocation are assessed and interpreted. 1.3 ***Team members*** are encouraged actively to control costs in their areas of responsibility. 1.4 Recommendations are implemented promptly to improve cost reduction or communicate to ***relevant personnel***.
2. Control budget	2.1 Expenditure is monitored and maintained within budget targets according to business policy. 2.2 Actual income and expenditure are compared to budget targets at regular intervals according to business policy. 2.3 Gross profit and loss figures are analysed by business areas and compared with budget targets. 2.4 Net profit figures are monitored and reported according to budget targets. 2.5 Relevant personnel are informed promptly where potential occurs for budget under or overspend. 2.6 Corrective action is promptly taken where significant deviations from budget occur. 2.7 Necessary changes to agreed budget allocations are negotiated in advance of requirement. 2.8 Modifications to existing budgets are authorized according to business policy.

3. Propose expenditure	3.1 Estimates of costs and benefits are ensured to be supported by valid and relevant information. 3.2 Final recommendations are ensured to be supported by realistic alternatives and contain accurate, clear ***proposals***. 3.3 Recommendations are clearly ensured to indicate net benefits over designated timeframe and related changes in operations. 3.4 Contentious issues are clarified by further explanation. 3.5 Estimates are compared to actual costs and benefits to improve future proposals.
4. Maintain business accounting systems	4.1 Business policy and procedures are managed and maintained in regard to ***record-keeping systems***. 4.2 Business systems are monitored and maintained for recording sales figures, revenue and expenditure. 4.3 Systems are monitored and maintained for recording and retrieving financial, personnel and payroll information as required by business policy and ***relevant legislation***.
5. Prepare business sales budgets	5.1 Business policy and procedures are observed in regard to preparation of ***budget or target figures***. 5.2 Budget and accurate sales revenue and expenditure figures are compared, analysed, documented and reported according to budget targets and business policy. 5.3 Accurate records on past sales budgets or targets are maintained according to business policy. 5.4 Proposed budgets or targets are presented accurately and concisely. 5.5 Variations are justified to proposed targets and reported according to business policy. 5.6 Sales budgets are reported accurately and concisely.
6. Set budget targets and monitoring mechanisms	6.1 Budget negotiations are conducted within a set timeframe and in a manner likely to promote good relationships. 6.2 Budget negotiations are ensured to reflect the overall business policies and objectives relevant to the manager's area of responsibility. 6.3 Resources are acquired and deployed according to relevant legislation and company guidelines. 6.4 Accurate and up to date records of resource allocation and usage are maintained according to company guidelines.

	6.5 Management systems are developed and ***reviewed*** to enable timely collection, management and processing of information. 6.6 Records of budget performance and expenditure are completed and reported according to company procedures and guidelines. 6.7 Budget ***audit mechanisms*** and compliance requirements are enforced. 6.8 Relevant personnel are promptly informed of ***budget decisions***.

Variable	**Range**
Company policy and procedures	May include but not limited to: • operating procedures and instructions • financial management • resource management • Reporting mechanisms.
Information	May include but not limited to: • direct observation • accessing written reports • Accessing numerical data.
Resource	May include but not limited to: • people • materials • equipment and technology • finances • Time.
Team members	May include but not limited to: • full-time, part-time, casual or contract staff • people from a range of social, cultural and ethnic backgrounds • People with varying degrees of language and literacy levels.
Relevant personnel	May include but not limited to: • senior managers • Team members.
Proposals	May include but not limited to: • be long-term or short-term • include potential improvements in profitability ➢ productivity ➢ quality of service ➢ environmental impact ➢ working conditions ➢ working relationships

	➢ team motivation
Record-keeping systems	May include but not limited to: • manual • computerised
Relevant legislation	May include but not limited to: • taxation law, including GST • superannuation guarantee • awards, workplace agreements, and other industrial arrangements • WHS • workplace relations • workers' compensation • industry codes of practice • transport, storage and handling of goods • Ethiopian Trade Competition and Consumer Protection Authority • Trade Practices and Fair Trading Acts
Budget or target figures	May include but not limited to: • sales • cash flow • net profit • payroll • staff expenditure • capital • Maintenance costs
Reviewing	May include but not limited to: • stakeholder consultation • modelling results • cost-benefit analysis • Data analysis
Audit mechanisms	May include but not limited to: • manual or electronic • cyclical • Automated
Budget decisions	May include but not limited to: • key performance indicators • strategic objectives • cash flow • net profit or loss • market and sales indicators • brand value • quality standards and criteria • Performance benchmarks

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • negotiating, developing and implementing budgets according to business policy and procedures • managing and maintaining accounting systems according to business policy and procedures • monitoring, analysing and reporting on operational areas income and expenditure against budget • taking corrective actions, where appropriate, where income and expenditure performance is not being completed according to budget or business targets • consistently producing financial reports to standard business requirements over a period of time • consistently implementing policy and procedures for the reporting and recording of budgetary and financial information within an operational area • Developing, advocating and gaining approval for an operational area's budget.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • principles and techniques in: ➢ interpersonal communication ➢ monitoring resource utilisation and costs ➢ analysing efficiency and effectiveness ➢ cost-benefit analysis ➢ differential analysis ➢ risk analysis ➢ resource planning ➢ interpreting and analysing budget and accounting documentation • information sources on product and supply arrangements for customers • business policy and procedures affecting job role or function • resource utilisation, including capital, material and human • business revenue • capital and overhead costs • interest rates • cost of stock, materials and equipment • accounting and reporting protocols and professional standards • staffing costs • operational costs • relevant legislation relating to finance management
Underpinning Skills	Demonstrates skills of: • interpersonal skills to: ➢ encourage team members to control costs

	➢ provide information to relevant personnel where potential occurs for budget under or overspend ➢ negotiate budgets and provide information on budget decisions through clear and direct communication ➢ ask questions to identify and confirm requirements ➢ use language and concepts appropriate to cultural differences • use and interpret non-verbal communication • planning and self management skills to: ➢ prepare budgets and monitor performance against those budgets within set timeframes ➢ manage resources • literacy skills to: ➢ write and present reports ➢ interpret business policy and procedures ➢ generate reports • numeracy skills in regard to: ➢ budget calculation and control ➢ using accounting systems
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Human Resources Management Information Systems**
Unit Code	**TRD RMT5 09 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage human resources information systems from the research and planning stages, through selection of appropriate systems, to implementation, ongoing review and system upgrades.

Elements	Performance Criteria
1. Identify human resources information requirements	1.1 ***Information requirements*** of users are collected, collated and documented. 1.2 Communication processes are identified to support user needs. 1.3 Information requirements and communication processes are agreed with users and relevant managers. 1.4 A ***draft information systems management plan*** is developed with agreed review mechanisms, timeframe and criteria. 1.5 Information requirements are specified in a clear and concise manner. 1.6 Information requirements are ensured to be consistent with organizational objectives and policies. 1.7 Resources required are identified to meet the information requirements within budget parameters.
2. Select human resources information management system	2.1 Selection criteria for the information management system are agreed with ***relevant groups and individuals***. 2.2 Selection criteria for the system are ensured to meet organization's objectives, policies and budget parameters. 2.3 Potential systems are evaluated against the criteria. 2.4 ***Cost benefit*** and ***risk analysis*** are undertaken in relation to the systems to meet the selection criteria. 2.5 Preferences are established for system and selection report is provided to senior managers. 2.6 Preferred system is ensured to be customized to meet

	organization and user requirements.
3. Implement human resources information system	3.1 Implementation plan is developed with users, other relevant groups and individuals. 3.2 Implementation plan's roles and responsibilities are confirmed with individuals and groups involved. 3.3 Resources are assigned to meet implementation plan timeframe, quality and other objectives. 3.4 Implementation schedule is modified to resolve any problems arising. 3.5 Groups and individuals are ensured to contribute to implementation in accordance with plan objectives.
4. Monitor and evaluate performance of human resources information system	4.1 Information system performance is monitored and performance reports are prepared. 4.2 Feedback about the system is obtained from users. 4.3 System performance is benchmarked against other systems and latest trends and developments. 4.4 Performance gaps and current strategies are analyzed and improvements are introduced.

Variable	**Range**
Information requirements	May include but not limited to: • career development • employee relations and industrial relations • employee support • human resources development • legislative requirements • organisational development • performance management • recruitment, selection and induction • re-deployment of employees • termination of employees • workforce planning
Draft information systems management plan	May include but not limited to: • proposed system objectives, methods of management, timeframes and other criteria • specification of system requirements for the purposes of selecting appropriate systems to manage the information
Relevant groups and individuals	May include but not limited to: • all those who have a role in the implementation of policies, procedures or decisions and/or are affected by their

	implementation
Cost benefit analysis	May include but not limited to: • calculation to determine whether the results/outcomes of a particular course of action are sufficient to justify the costs and risks in taking that action
Risk analysis	May include but not limited to: • determination of the likelihood of a negative event preventing the organisation meeting its objectives and the likely consequences of such an event on organisational performance

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • assessment of written reports on HRIS specification, selection and implementation • implementation plan for an HRIS and associated management skills to oversee transition and implementation of a new HRIS • Knowledge of the types of HRIS available and their respective capabilities and limitations.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • monitoring, measuring and evaluation techniques for a range of human resource management functions • procurement procedures, including preparation of a technical brief • Types of HRIS that are available and their respective capabilities and limitations.
Underpinning Skills	Demonstrates skills of: • literacy skills to write specifications for systems • people management skills to work with contractors or staff who will be implementing the HRIS • planning and organising skills to transition the HRIS • technology skills to ensure suitability of software for organizational requirements
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Sales Teams**
Unit Code	**TRD RMT5 10 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage a number of teams to achieve business objectives and optimal customer satisfaction with service and sales coverage.

Elements	Performance Criteria
1. Review sales team performance and procedures.	1.1 ***Reports*** are obtained from ***sales teams*** in relevant detail, format and at agreed times. 1.2 Sales team reports are analysed and acted upon. 1.3 Sales team visit procedures are reviewed. 1.4 Sales team service procedures are determined. 1.5 Sales, costs and profits are analysed by ***territory***, sales team and ***customer group***. 1.6 Performance is reviewed using business procedures for assessing an individual's progress against performance indicators, career plans and development plans.
2. Manage sales team territory coverage.	2.1 Current business position is analysed in territory and ***communicated*** to sales teams. 2.2 ***Territory coverage plan*** is ensured to delivers sales and service targets detailed for each territory. 2.3 Sales structures are devised within and across territories. 2.4 Staff and ***resource requirements*** are determined for territory coverage. 2.5 Service levels are set for territories. 2.6 Sales representatives are allocated to meet market needs. 2.7 Regular reviews of territory coverage plans (including staff levels, targets and frequency of visits) are conducted. 2.8 Amendments and changes to territory coverage plans are communicated to ***relevant personnel***.
3. Organise sales staff according to legislative obligations	3.1 ***Legislation and requirements*** affecting sales staff are determined. 3.2 Provisions are correctly described under industrial relations acts and legal requirements to affect day to day management

	of sales teams. 3.3 Management of sales teams are ensured to comply with industrial relations requirements and ***business policy and procedures***. 3.4 Performance is stimulated by using ***reward and compensation packages*** developed for sales teams.
4. Monitor product or service price and cost structures.	4.1 Information on competitors' pricing is collected. 4.2 Pricing activity is reported to relevant personnel. 4.3 Adjustments or changes required are communicated to current price or performance objectives and projections to relevant personnel (in company, suppliers and customers).
5. Monitor and reset sales team objectives.	5.1 Budgets and quotas are set and ***reviewed*** for sales teams and individuals. 5.2 Sales team meetings are supported and coordinated. 5.3 Outcomes are actioned from sales team meetings according to business policy and procedures. 5.4 Regular reviews are conducted to monitor implementation of sales team meetings outcomes. 5.5 Actions completed are reported back to sales teams. 5.6 Sales and pricing strategies are reviewed to support revised sales and service objectives.

Variable	**Range**
Reports	May include but not limited to: • purchase requests and orders • records of supplier performance • competitor activities • recalls • product problems • display disputes • business customer requests • end consumer complaints • sales contact history
Sales teams	May include but not limited to: • full-time, part-time, casual or contract staff • people from a range of social, cultural and ethnic backgrounds • people with varying degrees of language and literacy levels

Territory	May include but not limited to: • size, type and location of customers • demographic parameters • territory size, location and geographic spread • account customers
Customer group	May include but not limited to: • new or repeat contacts • external and internal contacts • customers with routine or special requests • people from a range of social, cultural and ethnic backgrounds and with varying physical and mental abilities • end consumers • business customers
Communicating	May include but not limited to: • verbal • individuals or groups • formal or informal meetings • written correspondence, memos • email, fax, telephone
Territory coverage plan	May include but not limited to: • relevant business policy and procedures • relevant legislation and statutory requirements • types of products and services provided • size, type and location of business • business merchandise range • characteristics of the specific products or services • customer demographics • customer confidence and expectations
Resource requirements	May include but not limited to: • people • materials • equipment and technology • budget • time • training and development • relevant information
Relevant personnel	May include but not limited to: • supervisor and manager • team members
Legislation and requirements	May include but not limited to: • Equal Employment Opportunity (EEO) • disciplinary procedures • awards and agreements • wages and conditions

	• Trade Practices and Fair Trading Acts • environmental protection legislation • WHS requirements • transport, storage and handling of goods • pricing procedures • privacy laws • sale of second-hand goods
Business policy and procedures	May include but not limited to: • employee relations and staff development • sale of products and services • strategic planning and evaluation • pricing
Reward and compensation packages	May include but not limited to: • positive feedback presentation to junior colleagues, peers and management • prizes • certificates • financial bonuses • sales commissions • positive reinforcement through articles on performance in newsletters
Reviewing	May include but not limited to: • feedback • performance • Forecasts

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • prepares action plans for sales teams based on achievable sales targets • manages sales team resources and requirements to budget • demonstrates ability to work with team leaders, staff and managers to achieve priority tasks and strategic responsibilities affecting sales teams • manages sales teams to achieve market, product or service, and territory targets in accordance with business policy and relevant legislation • reviews and reports on sales team activity and feedback • Accurately and effectively communicates summary information from work outputs to senior and junior colleagues

Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • principles and techniques in: ➢ interpersonal communication ➢ leadership ➢ group facilitation ➢ performance analysis and assessment ➢ strategic and procedural development and implementation • relevant performance indicators and requirements within: ➢ sales plans ➢ promotional plans ➢ marketing plans ➢ business plans ➢ strategic plans ➢ existing staff and associated sales team resources ➢ industrial and employee relations • Work Health and Safety (WHS) aspects of job • relevant commercial law and legislation
Underpinning Skills	Demonstrates skills of: • interpersonal skills to: ➢ manage sales team territory coverage ➢ communicate pricing activity and adjustment or changes to relevant personnel ➢ support and coordinate meetings, including making presentations, through clear and direct communication ➢ ask questions to identify and confirm requirements ➢ share information ➢ give instructions ➢ use language and concepts appropriate to cultural differences ➢ use and interpret non-verbal communication • numeracy skills to: ➢ interpret and maintain data ➢ review budgets and quotas ➢ calculate costs and pricing arrangements • leadership skills to supervise and delegate tasks to sales teams
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Business Customers**
Unit Code	**TRD RMT5 11 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage contracts, reinforce trading terms, and negotiates deals with business customers. The unit covers ways to negotiate and finalise legally binding contractual agreements with a range of business customers, according to company policy and legislative requirements, to meet business targets and strategic outcomes.

Elements	Performance Criteria
1. Negotiate deals	1.1 Special deals are established according to ***business policy and procedures***. 1.2 Deals are negotiated and completed according to business policy and procedures. 1.3 Supporting ***promotional and merchandising activities*** are determined. 1.4 Optimal ***sales and distribution arrangements*** are negotiated with customer prior to completion of deals according to standard organisational policies and procedures. 1.5 Special deals falling outside company policy and procedures are approved according to business guidelines. 1.6 ***Supply arrangements*** are negotiated and conformed for goods of services under special deals prior to completion of deals in line with standard organisational policies and procedures. 1.7 Deals are ensured to conform to business performance and marketing objectives. 1.8 Deals are ensured to be legally valid and binding.
2. Manage trading terms	2.1 Trading terms are negotiated and confirmed for product and services in line with standard organisational policies and procedures. 2.2 Procedures and policies are established to approve new or amended trading terms. 2.3 Trading terms are communicated to internal and external personnel according to legislative and business procedures.

	2.4 Procedures and policies are confirmed for processing breaches of trading terms and communicated to ***relevant staff***. 2.5 Processes are established for reviewing trading terms. 2.6 Policy and procedures for managing trading terms are established to achieve business and customer service objectives.
3. Manage business contracts	3.1 Contractual obligations and terms are ***negotiated*** with ***business customers*** and confirmed in line with standard organisational policies and procedures. 3.2 ***Expert advice*** regarding the framing of contracts is sought as required and in line with standard organisational policies and procedures. 3.3 Established terms and conditions of ***contractual arrangements*** are applied with business account customers. 3.4 Requirements for amendment or variation to existing contract with a business are completed according to business procedures and legal requirements. 3.5 Performance of contract is monitored against agreed business objectives and standards. 3.6 Contract variations are investigated and resolved according to contractual and business outcomes. 3.7 Disputes over contracts are resolved to obtain business and customer outcomes. 3.8 Contract reviews are regularly completed with customers, stakeholders and contract holders. 3.9 Business contracts are concluded according to organisational and legal requirements.

Variable	**Range**
Business policy and procedures	May include but not limited to: • approval processes • interaction with clients and customers • negotiating contracts and trading terms • quality assurance and control • Sale and supply of products and services.
Promotional and merchandising activities	May include but not limited to: • competition

	• demographics • economics • legal factors • natural factors • political influences • social and cultural factors • Technology.
Sales and distribution arrangements	May include but not limited to: • delivery of products • leasing agreements and consultancies • maintenance and support agreements • provision of services • Research and development.
Supply arrangements	May include but not limited to: • cost • coverage and content • quality • quantity • Time schedules.
Relevant staff	May include but not limited to: • employees • internal or external contacts • relevant managers • Supervisors.
Negotiating issues	May include but not limited to: • contract variations, including ability to vary or modify targets, processes and clauses • innovations • modification and amendment rights • Scope.
Business customers	May include but not limited to: • commercial enterprises • community and not-for-profit organisations • governments • internal business units and divisions • Public agencies or organisations.
Expert advice	May include but not limited to: • accountants and auditors • industry association advisory services • in-house or external lawyers • Senior in-house staff.

Contractual arrangements	May include but not limited to:
	• common-use arrangements or standing offers
	• consequences
	• contracts, including:
	  ➢ contracts as detailed under Ethiopian consumer law
	  ➢ external contracts
	• in-house service level agreements
	• letters of appointment or intent
	• memorandums of understanding or memorandums of agreement
	• non-compliance
	• petty cash
	• purchase order
	• trade partners
	• Verbal and written orders.

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • actively negotiates and finalises legally binding contractual agreements with a range of business customers according to company policy • identifies and understands business targets and strategic goals • manages business contacts and trading terms to achieve agreed business targets and strategic outcomes • Demonstrates a high level of ethical and personal integrity in conduct of negotiations and management of contractual relationships.

Underpinning Knowledge and Attitudes	Demonstrates knowledge in:
	• business policy and procedures in relation to:
	  ➢ approval processes
	  ➢ dealing with internal and external groups and teams
	  ➢ negotiating contracts and trading terms
	  ➢ quality assurance and control
	  ➢ selling and supplying products and services
	  ➢ using and maintaining standard business technology
	• competitor activities
	• configuration of management systems
	• elements that make a successful business partnership or relationship
	• features and advantages of a contractual relationship

	• information sources on product and supply arrangements for customers • internal and external management systems • Work Health and Safety (WHS) aspects of job • principles and techniques in negotiation • public and private sector purchasing and procurement guidelines and rules • relevant commercial law and legislation, including: ➢ law of contract ➢ Ethiopian consumer law relating to the retail industry
Underpinning Skills	Demonstrates skills of: • communication and interpersonal skills to: ➢ build relationships with business customers ➢ consult and negotiate ➢ make presentations ➢ resolve disputes • literacy and numeracy skills to: ➢ develop and amend contracts, according to business procedures and legal requirements develop guidelines for approving and implementing special deals ➢ document plans and decisions ➢ establish, confirm and review trading terms ➢ read and interpret information ➢ undertake financial and budget planning • planning and organising skills to: ➢ establish procedures and policies ➢ complete contract reviews ➢ conclude business contracts ➢ monitor contract performance • project and contract management skills • technical skills to design promotional and merchandising activities
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.
Assessment Methods	Competency may be assessed through: • Interview / Written Test / Oral Questioning • Observation/ Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Diversity within the Business**
Unit Code	**TRD RMT5 12 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage and gain benefit from diversity within the workplace and customer base. This requires understanding the characteristics that define diversity, building respect and understanding, and identifying the business benefits offered by diversity.

Elements	Performance Criteria
1. Identify issues associated with diversity	1.1 An understanding of the issues associated with ***diversity*** is built and explored. 1.2 The strengths offered to the organisation are identified by its diverse workforce and customer base. 1.3 ***Opportunities*** are analysed for the organisation in embracing the strengths of diversity.
2. Build understanding and respect	2.1 A role model in demonstrating behaviours is acted to respect workplace diversity. 2.2 Organisational policies and legislative requirements are communicated to staff to support a workplace that is inclusive and respectful of diversity. 2.3 Staffs are coached and mentored to develop their awareness of the benefits of a diverse workforce and customer base. 2.4 The workplace is supervised to ensure literature, work practices and personal interactions are respectful of people from diverse backgrounds. 2.5 Staff behaviour is recognized and rewarded to demonstrate resections and commitment to diversity.
3. Develop opportunities from a diverse workforce and customers	3.1 Opportunities are provided and promoted to recognise the skills and knowledge of a diverse workforce are used. 3.2 Opportunities are sought and implemented to build a customer based drawn diverse backgrounds. 3.3 Strengths and benefits achieved from the active strategies are shared and discussed with staff to embrace diversity.

Variable	Range
Diversity	May include but not limited to: • age • cultural background • disabilities • family structure • gender • language • national origin • race • sexual preference Special needs.
Opportunities	May include but not limited to: • a more interesting workplace that reflects the diverse community • a multilingual workforce to communicate effectively with customers from diverse backgrounds • ability to serve new and emerging markets ahead of competitors • harmonious and productive workforce • increased customers resulting from understanding and accessible workplace practices • increased job satisfaction and recognition for staff members from diverse backgrounds • Increased perspectives brought to problem solving and service provision.

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • analyses diversity and opportunities to improve the organisation • demonstrates behaviours that respect workplace diversity • coaches and supervises staff to ensure workplace information and practices are respectful of people from diverse backgrounds • Implements opportunities to build diverse staff and customer base.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • concepts and models of: ➢ diversity within the workplace and community ➢ leadership and management

	➢ organisational culture • legislative requirements that underpin respect for diversity • organizational mission, vision, values and goals
Underpinning Skills	Demonstrates skills of : • interpersonal skills to: ➢ communicate with people from diverse backgrounds ➢ coach and mentor staff • teamwork skills to: ➢ provide team leadership and management ➢ motivate staff • problem-solving skills to negotiate with and persuade staff to embrace diversity in the workforce
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Meetings**
Unit Code	**TRD RMT5 13 0714**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage a range of meetings including overseeing the meeting preparation processes, chairing meetings, organising the minutes and reporting meeting outcomes.

Elements	Performance Criteria
1. Prepare for meetings	1.1 ***Agenda*** is developed in line with stated ***meeting purpose***. 1.2 Style and structure of meeting are ensured to be appropriate to its purpose. 1.3 Meeting participants are identified and notified in accordance with organizational procedures. 1.4 ***Meeting arrangements*** are confirmed in accordance with requirements of meeting. 1.5 ***Meeting papers*** are dispatched to participants within ***designated time lines***.
2. Conduct meetings	2.1 Meetings are chaired in accordance with organizational requirements, agreed ***conventions*** for type of meeting and ***legal and ethical requirements***. 2.2 Meetings are conducted to ensure to be focused, time efficient and achieve outcomes. 2.3 Meeting facilitation is ensured to enable participation, discussion, problem-solving and ***resolution*** of issues. 2.4 Minute taker is briefed on method for recording meeting notes in accordance with organizational requirements and conventions for type of meeting.
3. Follow up meetings	3.1 Transcribed meeting notes are checked to reflect a true and accurate record of the meeting, and are formatted in accordance with organizational procedures and meeting conventions. 3.2 ***Minutes*** and other follow-up documentation are distributed and ***stored*** within designated time lines and according to organizational requirements

	3.3 Outcomes of meetings are reported as required within designated time lines

Variable	Range
Agendas	May include but not limited to: • correspondence • date, time and location of meeting • date of next meeting • general business • major agenda items • matters or business arising from the minutes • minutes of the previous meeting • reports • statement of the meeting's purpose • welcome
Meeting purpose	May include but not limited to: • discussion forum for internal or external clients • planning and development of a project • progress of a project • range of business items • setting of enterprise or team goals
Meeting arrangements	May include but not limited to: • booking an appropriate venue • deciding on process for recording of meeting • establishing costs and operating within a budget • identifying any specific needs of participants • organising accommodation and transport • organising appropriate communication technology • organising catering • organising a minute taker • preparing relevant documentation for participants • scheduling date and time for the meeting
Meeting papers	May include but not limited to: • agenda • chairperson's report • correspondence • draft documentation • financial reports • itemised meeting papers • notice of meeting • previous minutes • research reports

Designated time lines	• contractual obligations • formal timeframe set by the organisation • informal timeframe set by the administrative organiser • project time lines • statutory requirements (e.g. for annual general meetings) • timeframe decided by participants
Conventions	May include but not limited to: • casting vote for chairperson • conflict of interest provisions • consensus required • informal discussion • majority of members to agree • moving and seconding formal motions • quorum requirements • restricting discussion to agenda items • speaking through the chairperson • time limit on speakers • waiting to be recognised by the chairperson • voting procedures
Legal and ethical requirements	May include but not limited to: • codes of practice • legislation relating to companies and associations • requirements for public meetings
Resolution	May include but not limited to: • agreeing on a course of action • deferring decisions to another meeting
Storing	May include but not limited to: • authorised access • electronic storage in folders, sub-folders, disk drives, CD-ROM, USBs, tape or server back-up • file names according to organisational procedure • file names which are easily identifiable in relation to the content • file and folder names which identify the operator, author, section, date • filing locations • organisational policy for backing up files • organisational policy for filing hard copies of documents • security
Minutes	May include but not limited to: • meeting details (e.g. title, date, time, location) • action items • agenda items • apologies and attendees • approval of the record of previous minutes

	• correspondence • date of the next meeting • formatting from previous minutes • lists rather than complete sentences • matters arising from the previous meetings • names of absent and attending participants • organisation templates • other business • reports • welcome

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • applying conventions and procedures for formal and informal meetings • Chairing meetings in relation to agreed agendas.
Underpinning Knowledge and Attitudes	Demonstrates knowledge in: • culturally appropriate techniques to communicate with people from diverse backgrounds and people with diverse abilities • key provisions of relevant legislation from all forms of government, standards and codes that may affect aspects of business operations, such as: ➢ anti-discrimination legislation ➢ ethical principles ➢ codes of practice ➢ privacy laws ➢ copyright ➢ occupational health and safety • formats for minutes and agendas • group dynamics • meeting terminology, structures, arrangements and responsibilities of chairperson • Organizational procedures and policies regarding meetings, chairing and minutes.
Underpinning Skills	Demonstrates skills of: • communication skills to: ➢ participate in sustained complex interpersonal exchanges and to interact with others ➢ listen to, incorporate and encourage feedback ➢ conduct oral presentations to a group, to consult participants and to answer questions ➢ manage and work with a group to construct an action plan ➢ chair meetings

	• literacy skills to: ➢ categorise and organise information ➢ assess information for relevance and accuracy ➢ identify and elaborate on key agenda items and source additional information • numeracy and time management skills to allow for sufficient meeting preparation • problem-solving skills to choose appropriate solutions from available options.
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Assessment Methods	Competency may be assessed through: • Interview / Written Test / Oral Questioning • Observation/ Demonstration
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Project Quality**
Unit Code	**TRD RMT5 14 0714**
Unit Descriptor	This unit specifies the outcomes required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

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

	3.2 Project outcomes are reviewed against performance criteria to determine the effectiveness of quality management processes and procedures 3.3 Lessons learned and recommended ***improvements*** are identified, documented and passed on to a higher project authority for application in future projects

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

	surveys to determine client satisfaction with project team performance

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • lists of quality objectives, standards, levels and measurement criteria • records of inspections, recommended rectification actions and quality outcomes • management of quality management system and quality management plans • application of quality control, quality assurance and continuous improvement processes • records of quality reviews • lists of lessons learned and recommended improvements Processes that could be used as evidence include: • how quality requirements and outcomes were determined for projects • how quality tools were selected for use in projects • how team members were managed throughout projects with respect to quality within the project • how quality was managed throughout projects • how problems and issues with respect to quality and arising during projects were identified and addressed • how projects were reviewed with respect to quality management • how improvements to quality management of projects have been acted upon
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • the principles of project quality management and their application • acceptance of responsibilities for project quality management • use of quality management systems and standards • the place of quality management in the context of the project life cycle • appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes • attributes: ➢ analytical ➢ attention to detail ➢ able to maintain an overview ➢ communicative ➢ positive leadership

Underpinning Skills	Demonstrate skills of: • ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities • project management • quality management • planning and organizing • communication and negotiation • problem-solving • leadership and personnel management • monitoring and review skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Retail Management Level V	
Unit Title	**Facilitate and Capitalize on Change and Innovation**
Unit Code	**TRD RMT5 15 0714**
Unit Descriptor	This unit specifies the outcomes required to plan and manage the introduction and facilitation of change; particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

Elements	Performance Criteria
1. Participate in planning the introduction and facilitation of change	1.1 Concept, nature importance and objective of change are understood. 1.2 Steps tools and approaches of changes are planned and made in consultation with ***appropriate stakeholders***. 1.3 The relationship among innovation, quality, change and cost is understood. 1.4 Environments that facilitate the expedition of change are understood. 1.5 ***Change resistance reducing techniques*** are identified and implemented.
2. Manage growth and transition of business	2.1 ***Needs for growth*** are identified. 2.2 ***Growth strategies*** are identified. 2.3 Selected growth strategies are implemented.
3 Develop creative and flexible approaches and solutions	3.1 Concepts, types and nature of problem are understood. 3.2 Variety of problem solving techniques and approaches are identified and analyzed to manage workplace issues. 3.3 ***Risks*** are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization. 3.4 Workplace is managed in a way which promotes the development of innovative approaches and outcomes. 3.5 Creative and responsive approaches to resource management are used to improve productivity and services, and/or reduce costs.
4 Manage emerging challenges and opportunities	4.1 Future challenges and opportunities are identified in reference to global business situation 4.2 The role of technology and its value additions are explained.

	4.3 Technology and innovation based system is introduced and implemented 4.4 Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities. 4.5 Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively. 4.6 Opportunities are identified and taken as appropriate to make adjustments and respond to the changing needs of customers and the organization. 4.7 ***Information needs*** of individuals and teams are anticipated and facilitated as part of change implementation and management. 4.8 Recommendations are identified, evaluated and negotiated for improving the methods to manage change with appropriate individuals and groups.

Variables	**Range**
Appropriate stakeholders	May include but not limited to: • Organization directors and other relevant managers • Teams and individual employees who are both directly and indirectly involved in the proposed change • Union/employee representatives or groups • OHS committees • Other people with specialist responsibilities • External stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies
Change resistance reducing techniques	May include but not limited to: • Education and communication • Participation and involvement • Facilitation and support • Negotiation and agreement • Manipulation and cooptation • Explicit and implicit coercion
Needs for growth	May include but not limited to: • Survival • Economies of scale • Expansion of market • Owners mandate • Technology

	• Government policy • Self sufficiency
Growth Strategies	May include but not limited to: • Franchising • Outsourcing • Sub-contracting • Merging
Risks	May include but not limited to: • Financial and non-financial risks
Information needs	May include but not limited to: • New and emerging workplace issues • Implications for current work roles and practices including training and development • Changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections • Planning documents • Reports • Market trend data • Scenario plans • Customer/competitor data

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge to: • Participate in planning the introduction and facilitation of change • Manage growth and transition of business • Develop creative and flexible approaches and solutions • Manage emerging challenges and opportunities
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: • Relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination • Growth strategies • The principles and techniques involved in: ➢ Change and innovation management ➢ Development of strategies and procedures to implement and facilitate change and innovation • Use of risk management strategies: ➢ Identifying hazards, ➢ Assessing risks and implementing risk control measures ➢ Problem identification and resolution ➢ Leadership and mentoring techniques

	➢ Management of quality customer service delivery ➢ Consultation and communication techniques ➢ Record keeping and management methods ➢ The sources of change and how they impact ➢ Factors which lead/cause resistance to change ➢ Approaches to managing workplace issues
Underpinning Skills	Demonstrate skills on: • Communication skills • Planning skills • Managing risk • Team work
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Retail Management Level V	
Unit Title	**Manage Continuous Improvement Process (Kaizen)**
Unit Code	**TRD RMT5 16 0714**
Unit Descriptor	This unit describes the performance, outcomes, knowledge, attitude and skills required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted, rewarded and managed.

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

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

Variable	**Range**
Parameters	May include but not limited to: • Working condition • Resources may include: ➢ Human ➢ Material ➢ Machine • Kaizen elements
Kaizen management template	May include but not limited to: • Visual management board for: ➢ displaying characteristic figures, data and graphics ➢ depicting and controlling processes ➢ identifying and marking sources of risks, setting and standards ➢ displaying company's values and goals of kaizen
Kaizen tools	May include but not limited to:

	• 5S (a visual workplace management) • 7 QC tools(Cause and Effect Diagram, Check Sheet , Pareto Diagram , Histogram, Scatter Diagram, Control Chart and Flow Chart) • Brainstorming • Basic Industrial Engineering (IE) tools such as time study, motion study, line balancing, work sampling • JIT(JUST IN TIME principles) • MUDA identification and elimination tools • Kanban • Poka-yoke • Takt- time
Gemba activities	May include but not limited to: • Value-adding activities to satisfy the customer • Employee autonomous operations (participating in team to identify nonconformity, propose solutions and implement them autonomously)
Individual leadership capability	May include but not limited to: • Personal and interpersonal skills • Courage • Honour and integrity • Energy and drive • Strategic skills • Operating skills • Organizational positioning skills
Sustainability/continuous improvement	May include but not limited to: • Improvements made by following PDCA (Plan, Do, Check and Act) cycle for: ➢ Improvements in one's own work ➢ Saving in energy, material and other resources ➢ Improvements in the working environment ➢ Improvements in machines and processes ➢ Improvements in jigs and tools ➢ Improvement in office work ➢ Improvements in product quality ➢ Ideas for new products ➢ Customers services and customer relations
System audit tool	May include but not limited to: • 5S audit • Patrol system • Kaizen board • 5M check lists • Key Performance Indicators (KPIs)

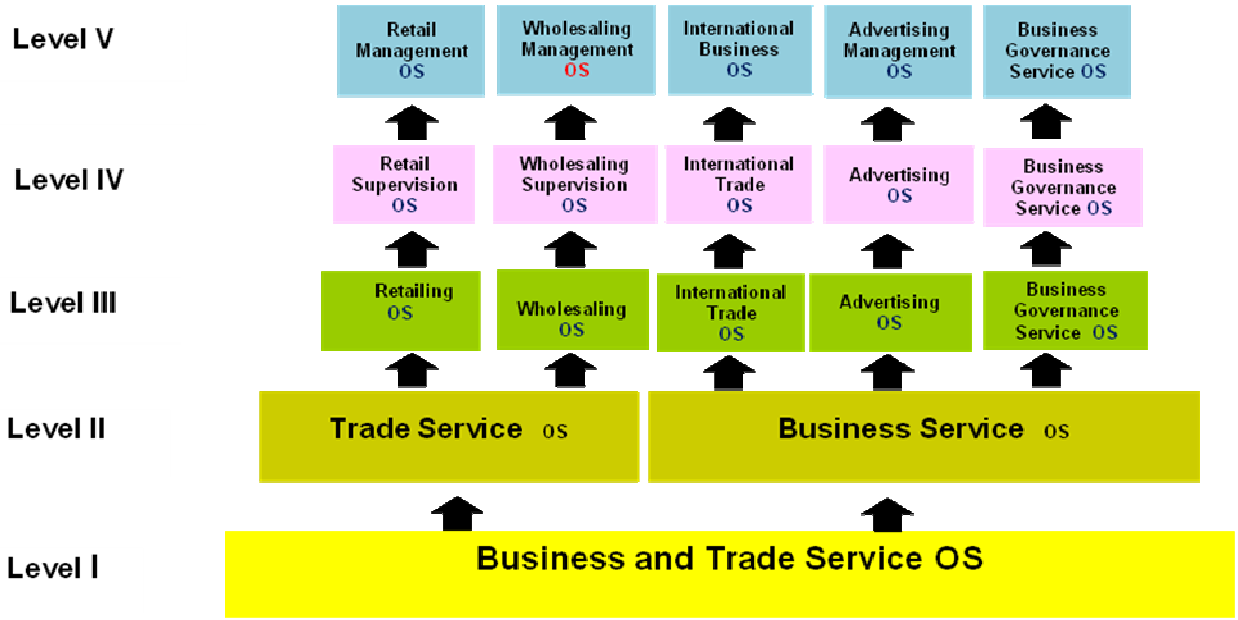
Standard operating procedure	May include but not limited to: • Administrative standards for: ➢ Managing the business ➢ Administration ➢ Personnel Guidelines ➢ Job Descriptions ➢ Guidelines for preparing cost information • Operation standards for: ➢ Describing the way a job is done. ➢ Help realising Quality, cost, delivery. ➢ Addressing the need to satisfy customers. ➢ Using the process that's the best. ➢ Producing work in the most cost effective manner. ➢ Assuring total quality for the customer.
HR practices	May include but not limited to: • Resources may include: ➢ Recruit and retain high quality people with innovative skills and a good track, record in innovation • HR development is used for: ➢ strategic capability and provide encouragement and facilities for enhancing innovating skills and enhancing the intellectual capital of the organization • Reward will: ➢ Provide financial incentives and rewards and recognition for successful innovation

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

	• competitive systems and practices tools, including: ➢ 5S ➢ JUST IN Time (JIT) ➢ mistake proofing ➢ process mapping ➢ establishing customer pull ➢ setting of KPIs/metrics ➢ SOP ➢ Kaizen elements/targets. ➢ identification and elimination of waste/MUDA ➢ continuous improvement processes including implementation, monitoring and evaluation strategies for a whole organization and its value stream ➢ Difference between breakthrough improvement and continuous improvement ➢ organizational goals, processes and structure ➢ approval processes within organization ➢ methods of determining the impact of a change ➢ customer perception of value ➢ Define, Measure, Analyze, Improve and Control (DMAIC) to sustain process
Underpinning Skills	Demonstrates Skills to: • Use leadership skills to foster a commitment to quality and openness to improvement. • Analyze training needs and implementing training programs • Prepare and maintain quality and audit documentation • Undertake self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts • Communicate at all levels in the organization and to audiences of different levels of literacy and numeracy • Analyze current state/situation of the organization. • Analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • Solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause • Negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, employees and members of the community. • Review relevant metrics, including all those measures which might be used to determine the performance of the

	improvement system, including: ➢ Key Performance Indicators (KPIs) for existing processes ➢ Quality statistics ➢ Delivery timing and quantity statistics ➢ Process/equipment reliability ('uptime')
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

TRADE SERVICE



Acknowledgement

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

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

This occupational standard was developed July 2014 at CEE (Centre of Excellence for Engineering), Addis Ababa.

COMMENT TEMPLATE

The Federal TVET Agency values your feedback of the document.
If you would like someone to personally contact you, please provide the following information:
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