

**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**HUMAN RESOURCE OFFICER**

**LEVEL 6**

**CODE: 0412 554A**

©2025

All rights reserved. No part of this Occupational Standard may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods without the prior written permission of ……….. except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law. For permission requests, write to the……………., at the address below:

**FOREWORD**

Provision of quality education and training is fundamental to the Government’s overall strategy for socio-economic development. Quality education and training contribute to achievement focused on Kenya’s development blueprint and sustainable development goals.

Reforms in the education and training sector are necessary for achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya. The education sector had to be aligned to the Constitution and this resulted in formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 1 of 2019). A key feature of this policy is the change in the design and delivery of TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery that allows for multiple entry and exit in TVET programs.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that this Occupation Standard has been developed.

It is my conviction that this Occupation Standard will play a great role towards development of competent human resource for the human resource management sector’s growth and sustainable development.

**PREFACE**

Kenya Vision 2030 aims to transform the country into a newly industrializing, middle-income country providing high quality life to all its citizens by the year 2030. Kenya intends to create a globally competitive and adaptive human resource base to meet requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and worker behavior necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and the Sessional Paper No. 1 of 2019 on Reforming Education and Training in Kenya, emphasized the need toreform curriculum development, assessment and certification. This called for a shift to CBET to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labor force.

I am grateful to the Council Members, Council Secretariat, TVET institutions, NSSC, expert workers and all those who participated in the development of this occupational standard.

**ACKNOWLEDGEMENT**

This Occupational standard has been designed for competency-based training and has independent units of competency that allow the trainee flexibility in entry and exit. In developing the occupational standard, significant involvement and support was received from various organizations.

I recognize with appreciation the role of the Sector Skills Advisory Committee (SSAC) in ensuring that competencies required by the industry are addressed in this occupational standard. I also thank all stakeholders in the Human Resource Management sector for their valuable input and all those who participated in the process of developing this occupational standard.

I am convinced that this occupational standard will go a long way in ensuring that professionals in the Human Resource Management sector will acquire competencies that will enable them to perform their work more efficiently.

**TABLE OF CONTENTS**

[FOREWORD 1](#_Toc197036706)

[PREFACE 2](#_Toc197036707)

[ACKNOWLEDGEMENT 3](#_Toc197036708)

[ACRONYMS 5](#_Toc197036709)

[KEY TO ISCED UNIT CODE 6](#_Toc197036710)

[OCCUPATION STANDARD OVERVIEW 7](#_Toc197036711)

[BASIC UNITS 9](#_Toc197036712)

[APPLY DIGITAL LITERACY 10](#_Toc197036713)

[APPLY WORK ETHICS AND PRACTICES 21](#_Toc197036714)

[APPLY ENTREPRENEURIAL SKILLS 28](#_Toc197036715)

[COMMON UNITS 36](#_Toc197036716)

[APPLY BUSINESS COMMUNICATION 37](#_Toc197036717)

[APPLY PRINCIPLES OF COMMERCIAL LAW 44](#_Toc197036718)

[APPLY BUSINESS MATHEMATICS AND STATISTICS 51](#_Toc197036719)

[APPLY MANAGEMENT SKILLS 57](#_Toc197036720)

[APPLY FINANCIAL ACCOUNTING SKILLS 61](#_Toc197036721)

[APPLY ECONOMIC PRINCIPLES 66](#_Toc197036722)

[MANAGE ORGANIZATIONAL BEHAVIOUR 72](#_Toc197036723)

[CARRY OUT RESEARCH STUDY 78](#_Toc197036724)

[CORE UNITS 85](#_Toc197036725)

[CO-ORDINATE TRAINING AND DEVELOPMENT 86](#_Toc197036726)

[CONDUCT EMPLOYEE RESOURCING 91](#_Toc197036727)

[MANAGE HUMAN RESOURCE RECORDS 96](#_Toc197036728)

[COORDINATE EMPLOYEE PERFORMANCE MANAGEMENT 102](#_Toc197036729)

[MANAGE EMPLOYEE RELATIONS 106](#_Toc197036730)

[UNDERTAKE EMPLOYEE SEPARATION 110](#_Toc197036731)

[MANAGE EMPLOYEE REWARDS 116](#_Toc197036732)

[MANAGE HUMAN RESOURCE OPERATIONS 120](#_Toc197036733)

[PROVIDE EMPLOYEE COUNSELLING 125](#_Toc197036734)

[APPLY LABOUR LAWS 129](#_Toc197036735)

**ACRONYMS**

**NSSC** National Sector Skills Committee

**CBET** Competency Based Education and Training

**CPU** Central Processing Unit.

**CV** Curriculum Vitae

**DVD** Digital Video Disc

**DVI** Digital Visual Interface

**HDMI** High-Definition Multimedia Interface

**ICT** Information Communication Technology

**IoT** Internet of Things

**ISCED** International Standards Classification of Education

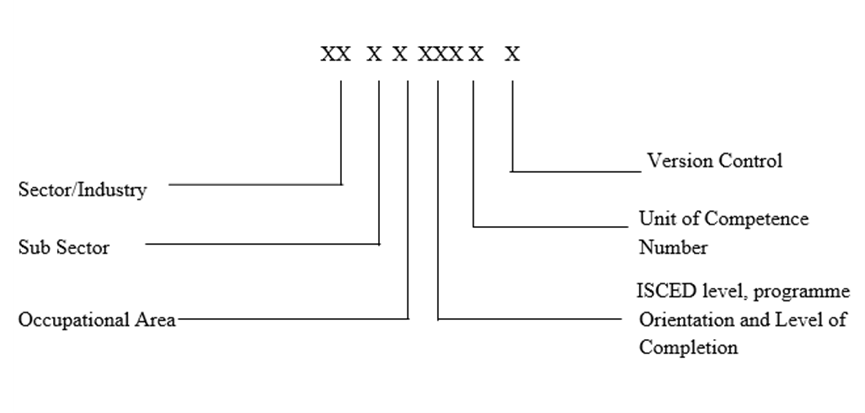
**RAM** Random Access Memory

**TVET** Technical and Vocational Education and Training

**USB** Universal Serial Bus

**VGA** Video Graphics Array

# **KEY TO ISCED UNIT CODE**



# **OCCUPATION STANDARD OVERVIEW**

The Human Resource manager level 6 occupational standard consists of competences that an individual must have for efficient human resources management. It involves conducting training and development, conducting employee resourcing, managing human resource records, coordinating employee performance management, managing employee relations, undertaking employee separation, managing employee rewards, performing human resource operations, providing employee counselling and applying labour law.

**SUMMARY OF UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| **BASIC UNITS OF COMPETENCY** | |
| **Unit of Learning Code** | **Unit of Learning Title** |
| 0611 451 01A | Apply digital literacy |
| 0417 451 02A | Apply work ethics and practices |
| 0413 451 03A | Apply entrepreneurial skills |
| **COMMON UNITS OF COMPETENCY** | |
| 0031 451 04A | Apply business communication |
| 0421 451 05A | Apply principles of commercial law |
| 0588 451 06A | Apply business mathematics and statistics |
| 0413 451 07A | Apply management skills |
| 0411 551 08A | Apply financial accounting skills |
| 0413 551 09A | Apply economic principles |
| 0413 551 10A | Manage organizational behaviour |
| 0416 551 11A | Carry out research study |
| **CORE UNITS OF COMPETENCY** | |
| 0413 451 12A | Coordinate employee training and development. |
| 0413 451 13A | Conduct employee resourcing |
| 0413 451 14A | Manage human resource records |
| 0413 451 15A | Coordinate employee performance management. |
| 0413 451 16A | Manage employee relations |
| 0413 451 17A | Undertake employee separation |
| 0413 551 18A | Manage employee rewards |
| 0413 551 19A | Perform human resource operations |
| 0413 551 20A | Provide employee counselling |
| 0421 551 21A | Apply Labour law |

# **BASIC UNITS**

# **APPLY DIGITAL LITERACY**

**UNIT CODE:** 0611 451 01A

**UNIT DESCRIPTION:**

This unit covers the competencies required to demonstrate digital literacy. It involves operating computer devices, solving tasks using the office suite, managing data and information, performing online communication and collaboration, applying cybersecurity skills and performing jobs online. It also involves applying job entry techniques.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes that make up workplace functions | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements  ***(Bold and italicized terms are elaborated in the range)*** |
| 1. Operate computer devices | * 1. C***omputer device*** usage is determined as per workplace requirements.   2. ***Computer hardware*** is identified according to job requirements.   3. ***Computer software*** is identified according to workplace requirements.   4. Computer devices are turned on or off as per the correct workplace procedure.   5. ***Mouse techniques*** are applied in solving tasks as per workplace requirements.   6. Keyboardtechniques are applied in solving tasks as per workplace requirements.   7. Computer files and folders are created and managed as per workplace requirements.   8. ***Internet connection option***s are identified and applied in connecting computer devices to the Internet.   9. ***External devices*** are identified and connected to the computer devices as per the job requirement. |
| 1. Solve tasks using Office suite | 1. ***Word processing concepts***are applied in solving workplace tasks as per job requirements. 2. Worksheet data is entered and prepared in accordance with work procedures. 3. Worksheet data is built and edited in accordance with workplace procedures. 4. ***Data manipulation*** on a worksheet is undertaken in accordance with work requirements. 5. Worksheets are saved and printed in accordance with job requirements. 6. ***Electronic presentation concepts***are applied in solving workplace tasks as per job requirements. |
| 1. Manage data and information | * 1. Office ***internet services*** are identified and applied in accordance with office procedures.   2. ***Internet access applications*** are determined in accordance with office operation procedures.   3. Internet search is performed as per job requirements.   4. Online digital content is downloaded in accordance with workplace requirements.   5. Digital content is identified and backed up in accordance with workplace procedures. |
| 1. Perform online communication and collaboration | * 1. Netiquette principles are observed as per work requirements.   2. Electronic mail communication is executed in accordance with workplace policy.   3. Digital content copyright and licenses are identified and applied according to workplace policies and regulatory requirements.   4. ***Online*** ***collaboration tools*** are applied in accordance with workplace policies and regulatory requirements. |
| 1. Apply cybersecurity skills | * 1. ***Data protection*** and ***privacy*** is classified in accordance with workplace policies and regulatory requirements.   2. ***Internet security threats*** are identified as per workplace policies and regulatory requirements.   3. Computer threats and crimes are detected in accordance to Information Management security guidelines   4. ***Cybersecurity control measures*** are applied in accordance with workplace policies and regulatory requirements. |
| 1. Perform online jobs | * 1. ***Online job platforms*** are identified as per the job requirements.   2. Online accounts and profiles are created in accordance with the work requirements.   3. Online jobs are identified according to the bidder’s skillset.   4. Online digital identity is managed according to industry best practices.   5. Online job bidding is done as per the specific job requirements.   6. Online tasks are executed according to the job requirements.   7. Personal online payment account is managed in accordance with financial regulations. |
| 1. Apply job entry techniques | * 1. ***Job opportunities*** are sought based on competencies.   2. A winning resume/CV is developed as per job advertisement.   3. An application/cover letter is developed based on the job advertisement.   4. ***Certificates and testimonials*** are organized as per resume.   5. ***Interview skills*** are demonstrated as per job advertisement. |

**RANGE**

This section provides a work environment and conditions to which the performance criteria apply. It allows for a different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Computer devices may include but are not limited to: | * Desktops * Laptops * Smartphones * Tablets * Smartwatches |
| 1. Computer hardware may include but are not limited to: | * The System Unit E.g. Motherboard, CPU, casing, * Input Devices e.g. Pointing, keying, scanning, voice/speech recognition, direct data capture devices. * Output Devices e.g. hardcopy output and softcopy output * Storage Devices e.g. main memory e.g. RAM, secondary storage (Solid state devices, Hard Drives, CDs & DVDs, Memory cards, Flash drives * Computer Ports e.g. HDMI, DVI, VGA, USB type C etc. |
| 1. Computer software may include but are not limited to: | * System software e.g. Operating System (Windows, Macintosh, Linux, Android, iOS) * Application Software e.g. Word Processors, Spreadsheets, Presentations etc. * Utility Software e.g. Antivirus programs |
| 1. External devices may include but are not limited to: | * Printers * Projectors * Smart Boards * Speakers * External storage drives * Digital/Smart TVs |
| 1. Word processing concepts may include but are not limited to: | * Creating word documents * Editing word documents * Formatting word documents * Saving word documents * Printing word documents |
| 1. Mouse techniques may include but are not limited to: | * Clicking * Double-clicking * Right-clicking * Drag and drop |
| 1. Internet connection options may include but are not limited to: | * Mobile Networks/Data Plans * Wireless Hotspots * Cabled (Ethernet/Fiber) * Dial-Up * Satellite * ISDN (Integrated Services Digital Network) |
| 1. Data manipulation may include but are not limited to: | * Use of formulae * Use of functions * Sorting * Filtering * Visual representation using charts |
| 1. Electronic presentation concepts may include but are not limited to: | * Creating slides * Editing slides * Formatting slides * Applying slide effects and transitions * Creating and playing slideshows * Saving presentations * Printing slides and handouts |
| 1. Internet services may include but are not limited to: | * Communication Services * Information Retrieval Services * File Transfer * World Wide Web Services * Web Services * Directory Services * Automatic Network Address Configuration * News Group * Ecommerce |
| 1. Internet access applications/software may include but are not limited to: | * Browsers * Email Apps * ecommerce Apps |
| 1. Online collaboration tools may include but are not limited to: | * Online Storage * Online productivity applications * Online meetings, * Online learning environments, * Online calendars * Social networks |
| 1. Data protection and privacy may include but not limited to: | * Confidentiality of data/information * Integrity of data/information * Availability of data/information |
| 1. Internet security threats may include but not limited to: | * Malware attacks * Social engineering attacks * Software supply chain attacks * Advanced persistent threats (APT) * Distributed denial of service (DDoS) * Man-in-the-middle attack (MitM) * Password attacks * IoT Attacks * [Phishing Attacks](file:///C:\Users\HP\Downloads\ALLIGNED%20O.S%20BF%20L6.doc#phishing-attacks) * [Ransomware](file:///C:\Users\HP\Downloads\ALLIGNED%20O.S%20BF%20L6.doc#ransomware) |
| 1. Security threats control measures may include but not limited to: | * Counter measures against cyber terrorism * Physical Controls * Technical/Logical Controls * Operational Controls |
| 1. Online job platforms may include but are not limited to: | * Remotask * Data annotation.tech * Cloudworker * Upwork * Oneforma * Appen |
| 1. Job opportunities may include but not limited to: | * Self-employment * Service provision * product development * salaried employment |
| 1. Certificates and testimonialsmay include but not limited to: | * Academic credentials * Letters of previous employments/ services rendered * Letters of commendation * Certifications of participation * Awards |
| 1. Interview skills may include but not limited to: | * Listening skills * Grooming * Language command * Articulation of issues * Body language * Time management * Honesty * Generally knowledgeable in current affairs and technical area |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the knowledge and skills required for this unit of competency.

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Computer Hardware and Software Concepts
* Computer Security Concepts (Data security and privacy)
* Cyber security threats and control measures
* Understanding Computer Crimes
* Detection and protection against computer crimes
* Laws governing protection of ICT in Kenya
* Digital Identity Management
* Netiquette Principles
* Fundamentals of Copyright and Licenses
* Word processing;
* Functions and concepts of word processing;
* Documents and tables creation and manipulations;
* Document editing;
* Document formatting;
* Word processing utilities
* Spreadsheets;
* Meaning, types and importance of spreadsheets;
* Components of spreadsheets;
* Functions, formulae, and charts, uses and layout;
* Data formulation, manipulation and application to cells;
* Editing & formatting spreadsheets;
* Presentation Packages;
* Types of presentation Packages.
* Creating, formulating, running, editing, printing and presenting slides and handouts
* Networking and Internet;
* Internet connectivity.
* Browser and digital content management;
* Managing data, information, and digital content
* Electronic mail and World Wide Web
* Fundamentals of Online Working;
* Online Profile Management;
* e-Portfolio Management;
* Online Jobs Bidding;
* Online Payment Systems;
* Job entry techniques
* Job searching sites
* Interview preparation skills
* Interview handling

**Required skills**

The individual needs to demonstrate the following skills:

* Active listening
* Keyboard Skills
* Mouse Skills
* Analytical skills
* Creativity
* Interpretation Skills
* Communication
* Spreadsheet operations (applying fundamental operations such as addition, subtraction, division and multiplication)
* Computer Use Safety Skills
* Document Editing Skills
* Document Formatting Skills
* Document Printing Skills
* Netiquette Skills
* Internet Browsing Skills
* Problem Solving Skills
* Online Collaboration Skills
* Cybersecurity Skills
* CV writing
* Grooming

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required knowledge, and skills range.

|  |  |
| --- | --- |
| 1. Critical aspects of competency | ***Assessment requires evidence that the candidate:***   * 1. Operated computer devices as per workplace policies and regulations.   2. Solved tasks using the office suite as per workplace policies and regulations.   3. Manage data and information as per workplace policies and regulations.   4. Performed online communication and collaboration as per workplace policies and regulations.   5. Applied cybersecurity skills in accordance with workplace policies and regulations.   6. Executed online tasks according to the job requirements.   7. Searched for job opportunity based on competencies.   8. Prepared job requirement documentations based on job opportunity.   9. Demonstrated interview skills based on the job opportunity. |
| 1. Resource implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place.   2. Access to relevant work environments where assessment can take place.   3. Resources relevant to the proposed activities or task. |
| 1. Methods of assessment | Competency in this unit may be assessed through:   * 1. Portfolio of evidence   2. Interviews   3. Third party report   4. Written assessment   5. Practical assessment   6. Projects |
| 1. Context of assessment | 4.1 Competency may be assessed in a workplace or simulated work environment |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **APPLY WORK ETHICS AND PRACTICES**

**UNIT CODE**: 0417 451 02A

**UNIT DESCRIPTION**

This unit covers competencies required to effectively apply work ethics. It involves the ability to: apply self-management skills, promote ethical work practices and values, promote teamwork, maintain professional and personal development, apply problem-solving skills, and promote customer care.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in Range*** |
| 1. Apply self-management skills | 1. Personal vision, mission and goals are formulated based on potential and concerning organization objectives and strategic plan 2. Self-esteem and a positive self-image are developed and maintained based on value 3. Emotional intelligence and stress management are demonstrated as per workplace requirements. 4. Assertiveness is developed and maintained based on the requirements of the job. 5. Accountability and responsibility for one's actions are demonstrated based on workplace instructions. 6. Time management, attendance and punctuality are observed as per the organization’s policy. 7. Personal goals are managed as per the organization’s objective 8. Self-strengths and weaknesses are identified based on personal objectives 9. Motivation, initiative and proactivity are utilized as per the organization policy 10. Individual performance is evaluated and monitored according to the agreed targets. |
| 1. Promote ethical work practices and values | 1. Integrity is demonstrated as per acceptable norms 2. Codes of conduct is applied as per the workplace requirements 3. Policies and guidelines are observed as per the workplace requirements 4. Professionalism is exercised in line with organizational policies |
| 1. Promote Team work | 1. ***Teams*** are formed to enhance productivity based on organization’s objectives 2. Duties are assigned to teams under the organization policy. 3. Team activities are managed and coordinated as per set objectives. 4. Team performance is evaluated based on set targets as per workplace policy. 5. ***Conflicts*** are resolved between team members in line with organization policy. 6. Gender and diversity-related issues are identified and mainstreamed in accordance with workplace policy. 7. Healthy ***relationships*** are developed and maintained in line with the workplace. 8. Adaptability and flexibility are applied in dealing with team members as per workplace policies |
| 1. Maintain professional and personal development | 1. ***Personal growth and development*** needs are identified and assessed in line with the requirements of the job. 2. ***Training and career opportunities*** are identified and utilized based on job requirements. 3. ***Resources*** for training are mobilized and allocated based on organizations and individual skills needs. 4. Licenses and certifications relevant to the job and career are obtained and renewed as per policy. 5. Recognitions are sought as proof of career advancement in line with professional requirements. 6. Work priorities and personal commitments are balanced and managed based on the requirements of the job and personal objectives. 7. Dynamism and on-the-job learning are embraced in line with the organization’s goals and objectives. |
| 1. Apply Problem solving skills | 1. ***Creative, innovative*** and practical solutions are developed based on the problem 2. Independence and initiative in identifying and solving problems are demonstrated based on the requirements of the job. 3. Team problems are solved as per the workplace guidelines 4. Problem-solving strategies are applied as per the workplace guidelines 5. Problems are analysed and assumptions tested as per the context of data and circumstances |
| 1. Promote Customer Care | 1. Customers' needs are identified based on their characteristics 2. Customer ***feedback*** is allowed and facilitated in line with organization policies. 3. Customer concerns and complaints are analysed and resolved in line with the set organizational culture. 4. Proactive customer outreach programs are implemented as per organizational policies 5. Customer retention strategies are developed and implemented in line with the organizational policy |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Conflicts include but are not limited to: | * Interpersonal Conflict. * Intrapersonal Conflict. * Intergroup Conflict. * Intragroup Conflict. |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group * Virtual teams |
| 1. Personal growth may include but not limited to: | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance |
| 1. Trainings and career opportunities may include but not limited to | * Participation in training programs * Serving as Resource Persons in conferences and workshops * Capacity building |
| 1. Resource may include may but not limited to: | * Human * Financial * Technology |
| 1. Creative and innovative may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Active listening
* Critical thinking
* Organizational
* Negotiation
* Monitoring
* Evaluation
* Problem solving
* Decision Making
* Leadership
* Creative/innovative thinking
* Adaptability
* Conflict management
* Emotional intelligence
* Teamwork

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Work values and ethics
* Company policies and procedures
* Company operations, procedures and standards
* Flexibility and adaptability
* Concept of time and leisure time
* Decision making
* Work planning
* Organizing work
* Monitoring and evaluation
* Record keeping
* Gender and diversity mainstreaming
* Drug and substance abuse
* Professional growth and development
* creativity
* Innovation
* problem solving
* customer care
* Mentoring and coaching.
* Emerging issues

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment require evidence that the candidate:   * 1. Promoted ethical practices and values as per organizational procedures.   2. Promoted Teamwork as per workplace assignments.   3. Maintained professional and personal development as per organizational procedures.   4. Applied Problem-solving skills based on work requirements.   5. Identified customer needs based on their characteristics.   6. Gave back Customer feedback in line with organization policies. |
| 1. Resource Implications for competence certification | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place   3. Materials relevant to the proposed activity or tasks |
| 1. Method of assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 1. Context for assessment | 4.1 Assessment may be done in the workplace or in a simulated environment |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **APPLY ENTREPRENEURIAL SKILLS**

**UNIT CODE:** 0413 451 03A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate an understanding of entrepreneurship. It involves demonstrating an understanding of financial literacy, applying entrepreneurial concepts identifying entrepreneurship opportunities, applying business legal aspects, developing business innovative strategies, and developing business plans.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes that make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements that specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in Range*** |
| 1. Apply financial literacy Skills | 1. **Sources of personal and business** ***funds*** are identified as per financial procedures and standards 2. Personal finances are managed as per financial procedures and standards 3. Savings are managed as per financial procedures and standards 4. Debts are managed as per financial procedures and standards 5. Investments are undertaken as per financial procedures and standards 6. Insurance services are procured as per financial procedures and standards |
| 1. Apply entrepreneurial concept | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship 3. Ways of becoming an entrepreneur are identified as per principles of Entrepreneurship 4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship 5. Salaried employment and self-employment are distinguished as per principles of entrepreneurship 6. ***Requirements for entry into self-employment*** are identified according to business procedures and standards 7. Roles of an Entrepreneur in an enterprise are determined according to business procedures and standards 8. Contributions of entrepreneurship to National development are identified as per business procedures and standards |
| 1. Identify entrepreneurial opportunities | 1. Business ideas are identified as per business procedures and standards 2. Factors to consider when evaluating business opportunity viability are explored based on business procedure and standards 3. Entrepreneurial opportunities are evaluated as per business procedures and standards 4. Business ideas and opportunities are generated as per business procedures and standards 5. Business life cycle is analysed as per business procedures and standards |
| 1. Apply business legal aspects | 1. ***Forms of business ownership*** are identified as per legal procedures and practices 2. Business Registration and Licensing processes are identified as per legal procedures and practices 3. Types of Contracts and Agreements are analysed as per legal procedures and practices 4. Employment Laws are identified as per legal procedures and practices 5. Taxation laws are identified as per legal procedures and practices |
| 1. Innovate Business strategies | 1. Business innovation strategies are determined by the organization standards 2. Creativity in business development is demonstrated in accordance with business standards 3. ***Innovative business standards*** are developed as per business principles 4. Linkages with other entrepreneurs are created as per best practice 5. ICT is incorporated in business growth and development as per best practice |
| 1. Develop Business Plan | 1. Business idea is described as per business procedures and standards 2. Business description is developed as per business plan format 3. Marketing plan is developed as per business plan format 4. Organizational/Management plan is prepared in accordance with business plan format 5. Production/operation plan is prepared in accordance with business plan format 6. Financial plan is prepared in accordance with the business plan format 7. Executive summary is prepared in accordance with business plan format 8. Business plan is presented as per best practice 9. Business ideas are incubated as per institutional policy. |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Sources of personal funds mayinclude but not limited to: | * Salary/Wages * Investments * Savings * Inheritance * Government Benefits |
| 1. Sources of business finance mayinclude but not limited to: | * Equity Financing * Debt Financing, * Personal Savings/Investment * Retained Earnings * Grants and Subsidies * Crowdfunding * supplier Credit: * Leasing and Asset Financing: |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Forms of businesses ownership may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Innovative business standards may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical
* Management
* Problem-solving
* Root-cause analysis
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care standards
* Basic financial management
* Business strategic planning
* Impact of change on individuals, groups and industries
* Government and regulatory processes
* Local and international market trends
* Product promotion standards
* Market and feasibility studies
* Government and regulatory processes
* Local and international business environment
* Relevant developments in other industries
* Regional/ County business expansion standards

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified Sources of personal and business finance as per financial procedures and standards 2. Managed Personal finances as per financial procedures and standards 3. Made Investment decisions as per financial procedures and standards 4. GeneratedBusiness ideas and opportunities based on business procedure and standards 5. Analysed business life cycle based on business procedure and standards 6. Determined business innovative standards as per business principles 7. Developed and presented a business plan as per regulatory framework. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency may be assessed through:   1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio |
| 1. Context of Assessment | Competency may be assessed in a workplace or simulated work environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **COMMON UNITS**

# **APPLY BUSINESS COMMUNICATION**

**UNIT CODE:** 0031 451 04A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply business communication. It involves administering communication channels, implementing types of communication, implementing service charter, safeguarding confidentiality of information, coordinating communication on social media platforms, preparing workplace meeting and reports.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Administer Communication channels | * 1. Communication processes are handled in line with the human resource manual on correspondence.   2. Principles of effective communication are applied as per the organizational policy   3. Channels of communication are administered as per the organizational policy   4. Factors to effective communication are selected in line with organizational policy   5. Barriers to effective communication are identified in line with the organizational policy.   6. Patterns of communication are identified as per workplace requirements.   7. Sources of Information are identified as per the workplace requirements.   8. Organization Policies are identified and applied in line with the workplace requirements.   9. Records are kept in line with the human resource manual on correspondence and the organization’s objectives. |
| 1. Implement types of communication | * 1. Types of written communication are identified and applied according to workplace requirements.   2. Existing non-verbal communication techniques are identified and applied based on organization policy.   3. Types of oral communication are identified and established as per organization policy. |
| 1. Implement service charter | * 1. Familiarize with the organization service charter in line with the organization policy   2. Emphasize the Importance of service charter in line with organization policy   3. Response to correspondences is done in line with the service charter.   4. Record retrieval is done in line with service charter. |
| 1. Safeguard confidentiality of information | * 1. Familiarize with the organization policy on confidentiality of information in line with work requirements.   2. ***Physical securing*** of records and correspondences is done in line with the organization policy   3. Monitor how records and correspondences in circulation are handled within the organization as per the organizational policy   4. Information is secured as per organization policy.   5. Sensitize employees on ***safeguarding confidentiality*** of information and records as per organization policy   6. Regular tracing of records and correspondences is done in line with the organization policy. |
| 1. Coordinate communication on social media platforms | * 1. Organization social media requirements are identified as per organization policy.   2. Initiate development and review of social media policies and procedures in line with organization objectives   3. Select the social media platforms that meet the needs of the organization.   4. Source for content, both internal and external, for use on social media platforms are handled as per organization objectives.   5. Respond to customers in timely manner directing them to relevant information as required according to social media policies and procedures.   6. Update of the social media account to maximize effectiveness as per organization objectives   7. Enforce adherence to legal and ethical practices as per organizational policy   8. Track social media activities using ***social media monitoring tools as per*** organization objectives   9. Report the social media engagements to management for implementation in line with organizational policy |
| 1. Prepare workplace meetings | * 1. Minute taking is defined as per the workplace requirements   2. Types of meetings are highlighted as per the workplace requirements   3. ***Structure of meetings*** are identified as per the workplace requirements |
| 1. Prepare workplace report | * 1. Report writing is defined as per the workplace requirements.   2. Importance of reports in human resource function is emphasized as per the organization objectives.   3. Forms and types of reports are described as per the organization objectives   4. Reports formats are identified as per the organization objectives   5. Reports preparation is done as per the organization objectives |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. 1.Physical securing may include but not limited to: | * + Lock and key   + Reinforced storage   + Fireproofing   + Lockable cabinets   + Restricted access |
| 1. 2.Social media monitoring tools may include but not limited to: | * + Twitter counter   + Hootsuite   + Klout   + Buzzlogix   + Digimind |
| 3.Structure of meetings may include but not limited to: | * + Notice   + Agenda   + Preparation of other relevant documents   + Minute formats |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Data analysis and presentation
* Listening
* Organizational
* Leadership
* Time management
* Conflict management and resolutions
* Budgeting
* Decision making
* Emotional intelligence
* Interpersonal Relations
* Crisis management
* Analytical skills
* Data analysis and presentation
* Public relations
* Negotiation
* Computer
* SOP
* Operations of the organization
* Emerging issues.
* Record management
* Reading

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* Work place procedures
* Human resource procedures and manuals
* Record Management function
* Work Planning and documentation
* Dispute resolution process
* Legislations, policies and regulations
* Communication processes
* Negotiations
* Interpersonal relations
* ICT
* Emotional intelligence
* Social media use

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of  Competency | Assessment requires evidences that the candidate:   * 1. Handled organizational policies as per workplace requirements   2. Sorted correspondence and took necessary action as per workplace requirements   3. Maintain human resource records. As per Human Resource manual   4. Align response time to service charter as per organization policy   5. Safeguarded confidentiality of information as per organization policy   6. Legal and Ethical Issues in social media platforms as per organization policy   7. Managed communication on social media platforms as per organization policy   8. Prepared work place meetings as per organization policy   9. Prepared work place reports as per organization policy |
| 1. Resource Implications for competence certification | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| 3. Method of assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 4. Context for assessment | Assessment may be done in the workplace or in a simulated environment |
| 5. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **APPLY PRINCIPLES OF COMMERCIAL LAW**

**UNIT CODE:** 0421 451 05A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply principles of commercial law. It involves demonstrating an understanding of nature of law, Illustrating the structure of court system in Kenya, applying law of tort, law of contract, law of sale of goods, hire purchase contracts, law of agency, law of negotiable instruments, the law of insurance and law of property.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**  These are **assessable** statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
| 1. Demonstrate understanding of nature of law | * 1. Nature of law is determined as per common law.   2. The purpose of law is identified as per common law   3. ***Sources of law in Kenya*** are identified as per Judicature Act   4. Law is classified as per Kenyan law. |
| 1. Illustrate the structure of court system in Kenya | 2.1 Court structure is determined as per the constitution of Kenya, 2010  2.2 Composition of ***Kenyan courts*** is determined as per the constitution of Kenya, 2010  2.3 Jurisdiction of courts is determined as per the constitution of Kenya, 2010 |
| 1. Apply law of Tort | * 1. Nature of tortuous liability is explained as per the law of tort   2. Tort, crime and breach of contract are differentiated as per the law of tort   3. Capacity to sue/ sued is determined as per the law of tort   4. ***Types of torts*** are identified as per law of torts   5. General defences in tort are identified as per the law of tort |
| 1. Apply law of Contract | * 1. Essentials of a valid contract are identified as per the law of contract   2. Types of contracts are determined as per the law of contract   3. Methods of discharging contract are identified as per the law of contract   4. Remedies of breach of contract are determined as per the law of contract |
| 1. Apply law of Agency | * 1. Agents are classified as per the law of agency   2. Agents’ authority is established as per the law of agency   3. Duties of agents are identified as per law of agency   4. Rights of agents are identified as per law of agency   5. Methods of terminating agency are determined as per law of agency |
| 1. Apply law of sale of goods | * 1. Sale and agreement to sell are differentiated as per sale of goods Act 2015   2. Capacity to buy and sell is determined as per sale of goods Act 2015   3. ***Terms of sale of goods*** are determined as per sale of goods Act 2015   4. Doctrine of caveat emptor is determined as per sale of goods Act 2015   5. Factors affecting transfer of title are determined as per sale of goods Act 2015   6. Rights of parties are identified as per sale of goods Act 2015   7. Auction process is determined as per the sale of goods Act 2015 |
| 1. Apply hire purchase contracts | * 1. Nature of hire purchase agreement is determined as per hire purchase Act 2017   2. Hire purchase agreement is registered as per hire purchase Act 2017   3. Conditions of terminating hire purchase agreement are determined as per hire purchase Act 2017   4. Completion of hire purchase agreement is determined as per hire purchase Act 2017 |
| 1. Apply law of negotiable instruments | * 1. ***Negotiable instruments*** are identified as per negotiable instrument Act 2018   2. Characteristics of negotiable instrument are identified as per negotiable instrument Act 2018   3. Negotiable instruments are distinguished as per negotiable instrument Act 2018 |
| 1. Apply law of insurance | * 1. Insurance contracts are identified as per insurance Act 2020 laws of Kenya   2. ***Insurance principles*** are analyzed based on insurance Act 2020 laws of Kenya   3. Insurance contracts are formed as per the organizational requirements   4. Insurance contracts are discharged as per the contract terms |
| 1. Apply law of property | * 1. ***Property*** is classified based on property Act 2020   2. Land interests are determined as per the organizational requirements   3. ***Intellectual property*** is determined as per the constitution of Kenya 2010 |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. ***Kenyan courts*** include but not limited to: | * + Supreme Court   + Court of Appeal   + High Court   + Employment and Labour Relations Court   + Environment and Land Court   + Magistrates Court   + Court Martial   + Kadhis’ Court |
| 1. ***Sources of law*** in Kenya include but not limited to: | * + Constitution   + Legislation (Acts of parliament)   + Judicial precedent   + County assembly legislations   + Statutes of general application   + Common law   + Equity   + Islamic law |
| 1. ***Types of torts*** include but not limited to: | * + Negligence   + Defamation   + Nuisance   + Trespass |
| 1. ***Terms of sale of goods*** may include but not limited to: | * + Conditions   + Warranties |
| 1. ***Negotiable instrument*** may include but not limited to: | * + Cheques   + Bill of exchange   + Promissory note |
| 1. ***Insurance principles*** may include but not limited to: | * + Subrogation   + Indemnity   + Insurable interest   + Utmost good faith etc. |
| 1. ***Property*** may include but not limited to: | * + Real and personal   + Movable   + immovable   + tangible   + And intangible |
| 1. ***Intellectual property*** may include but not limited to: | * + Patents   + trademarks,   + Copyrights   + Industrial designs |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Business & Economic cycles in a diverse range of sectors.
* Financial transactions
* Risk management.
* Contract management
* Civil wrongs

**SKILLS**

The individual needs the following skills:

* Evaluation.
* Communication
* Analysis.
* Numeracy.
* Report writing.
* Negotiation
* Inter-personal.

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified sources of law in Kenya as per Judicature Act   2. Classified law as per Kenyan law.   3. Determined court structure as per the constitution of Kenya, 2010   4. Determined jurisdiction of courts as per the constitution of Kenya, 2010   5. Identified types of torts as per law of torts   6. Identified general defences in tort as per the law of tort   7. Identified essentials of a valid contract as per the law of contract   8. Identified methods of discharging contract are identified as per the law of contract   9. Determined remedies of breach of contract as per the law of contract   10. Established agents’ authority as per the law of agency   11. Identified duties of agents as per law of agency   12. Identified rights of agents as per law of agency   13. Determined methods of terminating agency as per law of agency   14. Determined terms of sale of goods as per sale of goods Act 2015   15. Determined doctrine of caveat emptor as per sale of goods Act 2015   16. Identified rights of parties as per sale of goods Act 2015   17. Determined nature of hire purchase agreement as per hire purchase Act 2017   18. Determined conditions of terminating hire purchase agreement as per hire purchase Act 2017   19. Identified insurance contracts as per insurance Act 2020 laws of Kenya   20. Analyzed Insurance principles based on insurance Act 2020 laws of Kenya   21. Determined intellectual property as per the constitution of Kenya 2010 |
| 1. Resource implications | The following resources should be provided:  2.1 Appropriately simulated environment where assessment can take place.  2.2 Access to relevant work environments where assessment can take place.  2.3 Resources relevant to the proposed activities or task. |
| 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 1. Context of Assessment | 1. The competency may be assessed in a workplace or a simulated workplace |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **APPLY BUSINESS MATHEMATICS AND STATISTICS**

**UNIT CODE**: 0588 451 06A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply business mathematics and statistics to solve business problems. It involves applying statistical equations, applying statistical matrices, working out commercial mathematics, carrying out elementary statistics, carrying out descriptive statistics, applying set theory, applying basic probability theory and using index numbers.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range****.* |
| 1. Apply statistical equations | 1. Linear equations are determined as per the objective functions 2. Quadratic equations are determined as per the objective functions 3. Simultaneous equations are formulated as per the objective functions 4. Break-even analysis is computed as per the organization objective. 5. Differentiation and integration is carried out as per the objective functions 6. Total revenue, total cost and profit equations are formulated as per the organizational objectives. |
| 1. Apply statistical matrices | 1. Addition, subtraction, division and multiplication formulae are performed as per the order of operations. 2. Determinants of 2x2 matrices are calculated as per the order of operations. 3. Inverses of 2x2 matrices are calculated as per the order of operations 4. Matrices are applied to business operations as per the organizational objectives. |
| 1. Work-out commercial mathematics | 1. ***Discounts*** are computed as per organization’s policy 2. Commissionsare determined based on the company policies and procedures. 3. ***Methods of calculating wages*** are determined 4. Wages and salaries are computed as per organization policies. 5. Simple and compound interests are calculated as per the organization’s policy 6. Profit margin and mark-up are computed based on organization’s policy 7. Gross pay and net pay are calculated as per organization’s policy 8. Depreciation and appreciation of assets are worked-out as per the accounting guidelines. 9. Hire purchase price is determined as per the hire purchase agreement 10. Foreign exchange transactions are computed as per trade agreements. |
| 1. Carry out elementary statistics | 1. ***Methods of data collection*** are identified as per the organisation’s objectives 2. Sampling techniques and presentation of data is carried out as per the organisation’s objectives. 3. Data is presented using ***Tables and diagrams*** as per the functions Data is presented using ***Graphs*** as per the function 4. Cumulative frequency curves (OGIVE) are drawn and applied. |
| 1. Carry out descriptive statistics | 1. ***Measures of central tendency*** are determined according to Work procedures. 2. ***Measures of dispersion*** are determined on the basis of Work procedures 3. Measures of skewness and kurtosis are analyzed as per the Work procedures. |
| 1. Apply set theory | 1. Sets types are identified following the set theory. 2. Sets operations are performed as per the set theory. 3. Venn diagrams are drawn according to the set theory. 4. Business problems are solved using set theory. |
| 1. Apply basic probability theory | 7.1 Probability events are identified as per the work place requirements.   * 1. Types of events are determined as per the work place requirements.   2. Rules of probability are applied based on additive and multiplicative rules.   3. Bayes’ Theorem is applied as per the theorem rules   4. Probability trees are drawn according to events.   5. Solve business problems using probability |
| 1. Use index numbers | * 1. Formulae for computing index numbers are identified as per the organization objective.   2. ***Index numbers*** are computed as per the formula   3. Index numbers are applied in decision making as per the organization objective |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. ***Discounts*** may include but not limited to: | * Cash discount * Trade discount * Quantity discount |
| 1. ***Methods of data collection*** may include but not limited to: | * Primary * Secondary Data |
| 1. ***Tables and diagrams*** may include but not limited to: | * Frequency distribution table * Bar charts * Pie charts * Histogram * frequency polygons |
| 1. ***Graphs*** may include but not limited to: | * Basic time series graphs * Z-charts * Lorenz curves and * Semi-log graphs |
| 1. ***Methods of calculating wages*** may include but not limited to: | * Piece rate * Hourly rate |
| 1. ***Measures of central tendency*** may include but not limited to: | * Mean: arithmetic mean, weighted arithmetic mean, geometric mean and harmonic mean * Mode * Median |
| 1. ***Measures of dispersion*** may include but not limited to: | * Range * Standard deviation * Variance * Co-efficient of variation * Quartile deviation |
| 1. ***Index numbers*** may include but not limited to: | * Laspeyre’s * Paasche’s * Fisher’s ideal * Marshal |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required skills**

The individual needs the following skills:

* Numeracy
* Analytical
* Decision making
* Problem solving
* Critical thinking

**Required knowledge**

The individual needs the knowledge of:

* Data collection, presentation and analysis
* Business calculations

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | ***Assessment requires evidence that the candidate:***   1. Formulated Simultaneous equations as per the objective functions 2. Computed break-even analysis as per the organization objective 3. Formulated total revenue, total cost and profit equations as per the organizational objectives 4. Applied statistical matrices as per the order of operations 5. Computed profit margin and mark-up based on organizations policy 6. Computed simple and compound interests as per organization’s policy 7. Presented data using tables and diagrams as per the functions 8. Presented data using graphs as per the function 9. Determined measures of dispersion on the basis of work procedures 10. Determined measures of central tendency according to work procedures 11. Solved business problems using Set theory as per organization objective 12. Solved business problems using probability as per organization objective |
| * + - 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| * + - 1. Context of Assessment | 4.1 The competency may be assessed in a workplace or a simulated workplace |
| * + - 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **APPLY MANAGEMENT SKILLS**

**UNIT CODE:** 0413 451 07A

**UNIT DESCRIPTION**

This unit describes competencies required to effectively apply management principles in the workplace. It covers applying planning principles, organizing principles, directing principles and coordinating principles.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function**.** | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| 1.Apply planning principle | * 1. Organizational ***goals and objectives*** are identified as per work procedure   2. ***Work plans*** are laid down based on work requirements   3. Monitoring of work progress is carried out based on planning factors   4. ***Planning principles*** are implemented based on work requirements |
| 2.Apply Organizing principle | * 1. Office goals and objectives are defined as per organizational procedure   2. Office tasks and responsibilities are assigned based on work requirements   3. Monitoring of progress is carried out as per organizational procedure |
| 3.Apply directing  principle | * 1. Orders and instructions are laid out to subordinates as per organizational procedure   2. Supervision of office staff is carried out as per work requirement   3. Exchange of opinions and ideas is carried out as per organization needs |
| 4.Apply coordinating principle | 4.1Work schedules are created as per organizational procedure   * 1. Individual roles are defined as per work requirements   2. Teams are rewarded as per organizational procedure |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| Variables | Range |
| 1. Goals and objectives may include but not limited to: | May include but not limited to:   * Innovation and adaptability * Customer satisfaction * Employee engagement and development * Achieve sustainable growth * Ensure financial growth and profitability * Identify opportunities for growth and diversification |
| 1. Work plans may include but are not limited to: | * Creating timelines * Break down the project into specific tasks * Identifying resources required * Identifying potential risks and challenges * Process for seeking approvals |
| 1. Planning principlesmay include but are not limited to: | * Vision and mission * Data-driven decision making * Flexible plans * Transparency in decision making * Fair and equitable decision making |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate the following knowledge of:

* Principles of management
* Research
* Financial Accounting
* Commercial Law

**Required Skills**

The individual needs to demonstrate skills of:

* Communication
* Analytical
* Evaluation
* Management
* Problem solving
* Time management
* Data collection
* Numeracy
* ICT
* Entrepreneurship
* Occupational health and safety
* Environmental literacy

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1.Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Laid down work plans based on the requirements   2. Carried out monitoring of progress as per organizational   Procedure  1.3 Carried out supervision of office staff as per work requirement   * 1. 1.4 Created work schedules as per organizational procedure |
| * + - 1. Resource implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place.   2. Access to relevant work environments where assessment can take place.   3. Resources relevant to the proposed activities or task. |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| * + - 1. Context of Assessment | 4.1 The competency may be assessed in a workplace or a simulated workplace |
| * + - 1. Guidance information for assessment | 5.Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **APPLY FINANCIAL ACCOUNTING SKILLS**

**UNIT CODE:** 0411 551 08A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply financial accounting skills. It involves applying accounting concepts, conventions and policies, preparing books of original entries, posting transactions to the ledger, preparing cash books, correcting accounting errors, preparing bank reconciliation statements, maintaining non-current assets register, maintaining receivables and payables ledgers and preparing sole trader statements.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**  These are **assessable** statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| 1. Apply accounting concepts, conventions and policies | * 1. ***Accounting concepts, conventions and policies*** are applied as per accounting standards.   2. Accounting equation is drawn as per the double entry concept and accounting principles   3. ***Users of accounting information*** are identified according to the business entity |
| 1. Prepare books of original entries | * 1. Transactions are classified based on type of transaction   2. Source documents are identified in line with transactions   3. Books of original entries are identified based on purpose   4. Source documents are recorded in the books of original entry based on transaction type |
| 1. Post transaction to the ledger | * 1. Ledgers are classified based on transaction types   2. Ledger accounts are identified as per types of ledgers   3. Transactions are posted to ledger accounts as per accounting guidelines   4. Ledger accounts are balanced as per accounting guidelines   5. Trial balance is extracted from ledger accounts as per accounting guidelines |
| 1. Prepare cash books | * 1. ***Cash books*** are identified according to their columns   2. Cash receipts are classified as either incoming or outgoing as per accounting principles   3. Cash receipts are recorded in line with their classification.   4. Cash discounts are recorded as per accounting guidelines |
| 1. Correct accounting errors | * 1. Errors that affect the agreement of the trial balance are identified as per GAAPs   2. Errors that do not affect the agreement of trial balance are identified following GAAPs   3. Errors are corrected on the basis of double entry rules   4. Suspense balance is eliminated based on errors corrected.   5. Reported gross/net profit is corrected on the basis of corrected errors.   6. Statement of financial position is corrected on basis of corrected errors. |
| 1. Prepare bank reconciliation statements | * 1. Cash book and bank statement balance discrepancies are identified as per the accounting principles   2. Cash book (bank column) balance is updated as per accounting guidelines   3. Bank Reconciliation statement is prepared as per accounting guidelines |
| 1. Maintain non-current assets’ register | * 1. Costs of assets are determined as per ***accounting standards***   2. Depreciation is computed as per organization procedures on valuation of non-current assets   3. Depreciation is recorded as per ***accounting guidelines***   4. Purchase of non-current assets are recorded in line with accounting guidelines   5. Disposals are recorded as per accounting guideline   6. Asset balances are determined as per accounting guidelines |
| 1. Maintain receivables and payables ledgers | * 1. Bad debts are identified and written off as per organization policies   2. Allowances (provisions) are created in line with the prudence concept   3. Receivables balance is adjusted as per written off debts and the allowances (provisions) created   4. Payables balance is adjusted as per GAAPs   5. Control accounts are prepared as per GAAPs |
| 1. Prepare sole trader statements | * 1. Income and expense balances are identified as per entity’s trial balance   2. Year- end adjustments are made on the balances as per accounting guidelines   3. Statement of profit or loss is prepared based on adjusted balances.   4. Asset, liability and capital balances are identified as per the entity’s trial balance   5. Year-end adjustments are made in the balances as per accounting guidelines.   6. Statement of financial position is prepared based on adjusted balances |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Accounting concepts, conventions and policies may include but not limited to: | * Going concern * Accrual * Prudence * Matching |
| 1. Cashbooks include but not limited to: | * Two column cashbook * Three column cashbook * Petty cashbook |
| 1. Accounting guidelines: | * Accounting standards * Accounting concepts/conventions/bases |
| 1. Accounting Standards include but not limited to: | * Kenya Accounting Standards (KAS) * International Accounting Standards (IAS) * International Financial Reporting Standards (IFRS) |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required skills**

The individual needs the following skills:

* Numeracy
* Analytical
* Computational
* Recording with accuracy and precision

**Required knowledge**

The individual needs knowledge of:

* Principles of book-keeping
* Basic accounting principles/concepts

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | ***Assessment requires evidence that the candidate:***   1. Recorded source documents in the books of original entry as per accounting standards 2. Posted transaction to ledger accounts as per accounting standards 3. Recorded cash receipts in the cash book as per accounting standards 4. Corrected accounting errors as per accounting standards 5. Prepared Bank Reconciliation statement as per accounting standards 6. Recorded depreciation as per accounting standards 7. recorded purchase of non-current assets as per accounting standards 8. Prepared control accounts as per accounting standards |
| * + - 1. Resource implications | The following resources should be provided:   1. Access to relevant workplace 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Projects 3. POE evaluation 4. Third party reports 5. Written tests |
| * + - 1. Context of Assessment | 4.Competency may be assessed individually in the actual workplace or simulated workplace environment |
| * + - 1. Guidance information for assessment | 5.Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **APPLY ECONOMIC PRINCIPLES**

**UNIT CODE:** 0413 551 09A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply economic skills. It involves; applying fundamental economic concepts, demand concept in market analysis, consumer behaviour theory, production theory, cost theory, differentiating market structures, determining national income, understanding money and banking, determining inflation and unemployment and understanding international trade.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function**.** | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| 1. Apply fundamental economic concepts. | 1. ***Economic concepts*** are identified as per the organizational requirements. 2. Economic methodology is selected as per organizational requirements. 3. Scope of economic resources are determined as per organizational requirements 4. Economic systems are developed as per the organizational requirements 5. Resources are utilized effectively as per the economic objectives. |
| 1. Apply demand and Supply in market analysis | 1. Market demand and Supply dynamics are determined in line with business objectives. 2. Factors affecting demand and supply are outlined as per the market trends. 3. Demand and Supply curves are derived as per market trends. 4. Decisions are made in line with elasticity of demand and Supply. |
| 1. Apply consumer behaviour theory | 1. Consumer behaviour approaches are identified as per the market trends. 2. Consumer utility is analysed as per the consumer feedback. 3. Consumer equilibrium is analysed based on consumer income and product prices 4. Indifference curves are applied as per organizational objectives |
| 1. Apply production theory | 1. Mobility of factors of production is determined as per organizational requirements. 2. Output units are determined as per organizational resources. 3. Stages of production are identified as per organizational products. 4. Long run production period is analyzed as per the organizational objectives |
| 1. Apply costs theory | * 1. Production ***costs*** are classified as per organizational production policy.   2. Short run costs are analyzed as per Work procedures   3. Long run costs are analyzed as per Work procedures   4. Cost curves are analyzed as per organizational production policy.   5. Optimal size of the firm is determined based on economies of scale. |
| 1. Differentiate market structures. | * 1. Market structures are determined as per economic system   2. Market output are determined as per economic system   3. Market prices are determined as per economic system   4. ***Market structures*** are selected as per organizational requirement |
| **7.** Determine national income | 1. Concepts of national income are identified as per the economic policies 2. Methods of measuring national income are identified as per regulatory policies 3. National income concepts are identified as per economic conditions. 4. Importance of national income statistics are applied as per the national economic policy. 5. Determine national income equilibrium as per national economic policy. |
| **8.** Understand Money and Banking | 1. Functions of money are determined as per the economic requirements. 2. Characteristics of money are identified as per financial regulations. 3. ***Financial institutions*** are identified as per financial market regulatory. 4. Functions of central and commercial banks are determined as per financial regulations. 5. Functions of non- banking financial institutions are identified as per financial institutions. |
| 9**.** Determine Inflation and unemployment | * 1. Types of inflation are identified as per the economic conditions   2. Inflation causes are classified as per the economic conditions   3. Inflation effects are identified as per the economic conditions   4. Measures of inflation control are determined as per the regulatory policies   5. Unemployment causes are identified as per the economic conditions   6. Unemployment control measures are determined as per the regulatory policies |
| 10. Understand International trade | * 1. Concept of international trade is determined as per the economic conditions.   10.2 International balance of payment is determined as per international trade. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Economic concepts may include but not limited to: | * 1. Economic resources   2. human wants   3. scarcity and choice   4. opportunity cost   5. production possibility curves/frontiers   6. wealth   7. welfare |
| 1. National income concepts include but not limited to: | * 1. gross domestic product (GDP   2. Gross national product (GNP) and net national product (NNP)   3. Net national income (NNI) at market price and factor cost   4. Disposable income |
| 1. Market structures may include but not limited to: | * 1. Monopoly   2. Perfect competition   3. Monopolistic competition   4. Oligopoly   5. Duopoly |
| 1. Financial institutions may include but not limited to: | * 1. Banking institutions   2. Non-banking financial institutions |
| 1. Costs may include but not limited to: | * 1. Fixed costs   2. Variable costs   3. Total cost   4. Opportunity costs   5. Marginal cost |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Price theory
* Structure of markets and equilibrium
* Banking policies and procedures
* Market trends
* Financial markets

**SKILLS**

The individual needs the following skills:

* Interpersonal
* Critical thinking
* Communication
* Evaluation.
* Analytical

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Developed economic systems as per the organization requirement 2. Derived demand curve as per the market trends 3. Made decisions in line with elasticity of demand 4. Derived supply curve as per the market trends 5. Made decisions in line with elasticity of supply 6. Established Equilibrium price as per the market trends 7. Analyzed consumer equilibrium based on consumer income and product price 8. Applied indifference curves as per organizational objectives 9. Analyzed long run production period as per organizational objectives 10. Analyzed cost curves as per organizational production policy 11. Determined optimal size of the firm based on economies of scale 12. Selected market structures as per organizational requirement 13. Determined National income equilibrium as per national economic policy 14. Identified National income measurement methods based on fiscal policies 15. Applied national income statistics as per national economic policy 16. Identified financial institutions as per financial market regulatory authority 17. Determined functions of money as per economic requirement 18. Determined measures of inflation control as per the regulatory polices 19. Determined International balance of payment as per international trade |
| 1. Resource implications | The following resources should be provided:  2.1 Access to relevant workplace  2.2 Appropriately simulated environment where assessment can take place  2.3 Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Projects 3. Poe evaluation 4. Third party reports 5. Written test |
| 1. Context of Assessment | 4.1The competency may be assessed in a workplace or a simulated workplace |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **MANAGE ORGANIZATIONAL BEHAVIOUR**

**UNIT CODE:** 0413 551 10A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage organizational behaviour. It involves analyzing individual and group behavior, evaluating different motivational theories and motivational strategies, evaluating various leadership styles, facilitating change management, managing conflict and negotiations, managing organization change and culture, managing groups and teams, managing perceptions, personalities and emotions and managing values and attitudes in the work place.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicized terms are elaborated in the range)*** |
| 1. Analyze individual and group behaviour | * 1. Importance of organization behaviour is identified as per organization procedures.   2. ***Theories of organization behaviour*** are identified as per HR manual.   3. Organization behaviour theories are applied as per organization policies. |
| 2. Evaluate different motivational theories and motivational strategies | * 1. ***Motivation theories*** are identified as per HR manual.   2. Types of motivation are identified as per organization policies.   3. Process of motivation is familiarized with as per organization policies.   4. Motivational strategies are applied as per HR manual. |
| 3. Evaluate various leadership styles | * 1. Types of leadership styles are identified as per HR manual.   2. Characteristics of good leadership are identified as per HR manual.   3. Leadership skills applied as per organization policies.   4. Leadership issues in contemporary organization are underlined as per HR manual. |
| 4. Manage conflict and negotiations at work place | * 1. Conflict and negotiations are familiarized with as per HR manual.   2. Causes of conflicts in the organization are identified and defined as per organization policies.   3. ***Conflict management methods*** are applied as per work place policies. |
| 5. Manage organization change and culture | * 1. Characteristics of organization culture are identified as per HR manual.   2. ***Types of organization culture*** are defined as per HR manual.   3. Methods of creating and sustaining organization culture are underlined as per HR manual.   4. Liabilities of organization culture are identified as per organization policies.   5. ***Approaches to managing change*** are applied as per HR manual.   6. Resistance to change is established as per organization policies. |
| 6. Manage groups and teams at the work place | * 1. Group dynamics are identified as per HR manual.   2. Stages of group and team development are highlighted as per HR manual.   3. Effective teams are established as per organization guidelines.   4. Ways of managing groups and teams are identified as per organization manual.   5. Barriers to effective groups and teams are highlighted as per organization policies.   6. Diversity at the work place is identified and managed as per HR manual. |
| 7.Manage perceptions, personalities and emotions in the work place | * 1. Types of personalities are identified as per HR manual.   2. Effect of perceptions, personalities and emotions to performance are established as per HR manual.   3. Factors affecting perceptions, personalities and emotions are highlighted as per organization policies.   4. Perceptions, personalities and emotions are managed as per organization policies. |
| 8.Manage values and attitudes in the work place | * 1. Values and attitudes are identified as per HR manual   2. Effects of values and attitudes in the work place are highlighted as per work place procedures.   3. Contemporary/emerging attitude issues in work place are identified as per organization |
| 9.Manage work place stress | * 1. Causes of stress are identified as per organization policies.   2. Types of stress are highlighted as per organization policies.   3. Negative and positive impact of stress are analyzed as per organization policies.   4. Ways of managing stress in the work place are applied as per organization manual. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Theories of organization behaviourmay include but not limited to: | * 1. Behavioral Organization Theories      + Human relations      + Decision making      + Servant leadership |
| 2. Motivation theoriesmay include but not limited to: | * 1. Maslow’s hierarchy of need   2. Herzberg two factor theory   3. Vrooms expectancy   4. BF Skinners reinforcement theory |
| 3. Conflict management methods may include but not limited to: | * 1. Negotiations   2. Mediation   3. Conciliation   4. Diplomacy   5. Peace building   6. Arbitration   7. Avoidance   8. Collaborations |
| 4. Types of organization culture may include but not limited to: | * 1. Clan culture   2. Adhocracy   3. Market   4. Hierarchy |
| 5. Approaches to managing change may include but not limited to: | * 1. Kotter's change management theory.   2. Lewin's Change Management Model.   3. McKinsey 7 S Model   4. Nudge Theory |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Interpersonal relation
* Communication
* Negotiation
* Critical thinking
* Data collection and reporting
* Presentation
* Conflict management
* Analytical

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Theories of organization behaviour
* Motivation theories
* Types of organization culture
* Approaches to managing change
* Conflict management methods
* Organization policies and procedure

**EVIDENCE GUIDE**

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidences that the candidate   * 1. Identified the importance of organization behaviour as per organization policies.   2. Related theories of organization behaviour and the organization culture as per organization policies.   3. Managed conflict at the work place as per organization policies.   4. Identified methods of addressing resistance at the work place as per organization policies.   5. Created effective teams that harnessed on the diversity of the team members as per organization policies.   6. Provided mitigation methods to barriers of communication as per work procedures.   7. Analyzed factors that affect perceptions, personalities and emotions in an organization as per work procedures.   8. Described the effects of values and attitudes in the work place as per organization policies.   9. Examined contemporary/emerging issues in the work place as per organization policies. |
| 1. Resource Implications | The following resources MUST be provided:   * 1. Regulations, guidelines and strategic plan   2. Organization structure, functions, policies and procedures   3. Computers and computer software   4. Computer servers   5. Internet and intranet connectivity |
| 1. Method of Assessment | Competency may be assessed through:   * 1. Practical Assessment   2. Projects   3. Portfolio of evidence   4. Third party report   5. Written Test   6. Oral questions |
| 1. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment. |
| 1. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **CARRY OUT RESEARCH STUDY**

**UNIT CODE:** 0416 551 11A

**UNIT DESCRIPTION UNIT DESCRIPTION**

This unit covers the competencies required to carry out research study. It includes: writing research study introduction, reviewing research literature, designing research study methodology, analysing research study findings, summarizing research study findings and compiling research report.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range.*** |
| 1. Write research study introduction | * 1. Appropriate research title is established as per area of specialization   2. ***Research variables*** are identified in line with research title   3. Research objectives are formulated in line with research variables   4. Research questions are formulated as per research objectives   5. ***Background to the study*** is developed as per research title   6. Statement of the problem is formulated as per background of the study   7. Significance of the study is established as per stakeholder needs   8. ***Scope of the study*** is specified as per research title   9. Limitations of the study are identified as per scope of study |
| 1. Review research literature | * 1. Relevant theories of the study are described as per research objectives   2. Empirical literature is reviewed as per research objectives   3. Conceptual framework is formulated as per research variables   4. Research gaps are identified as per empirical literature review |
| 1. Design research study methodology | * 1. Relevant ***research designs*** are identified as per type of research study   2. Target ***population*** is established as per scope of study   3. Sample and ***sampling techniques*** are identified as per target population   4. ***Data collection tools*** are formulated as per research objectives   5. Data is appropriately collected as per research objectives   6. ***Data analysis techniques*** are identified as per type of study   7. ***Data presentation methods*** are identified as per type of study |
| 1. Analyze study findings | * 1. Response rate is generated as per research instrument   2. Data analysis is carried out as per response rate   3. Data analysis results are presented as per presentation methods |
| 1. Summarize research study findings | * 1. Findings of study are concluded as per data analysis results   2. Recommendations are generated in line with research findings   3. Room for further studies is suggested as per research study findings |
| 1. Compile research report | * 1. ***Preliminary pages*** are prepared as per institutional requirements   2. Research report is organized as per institutional requirements   3. List of references are compiled as per institutional requirements   4. ***Appendices*** are attached as per institutional requirements   5. Research report is ***proofread*** as per institutional requirements   6. Research report is ***bound*** as per institutional requirements |

**RANGE OF VARIABLES**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| * 1. Research variables may include but not limited to: | 1. Independent variables 2. Dependent variables 3. Moderating variables, etc. |
| * 1. Background to the study may include but not limited to: | * 1. Global   2. Regional   3. Local |
| * 1. Scope of the study may include but not limited to: | 1. Study focus 2. Study population 3. Study variables, etc. |
| * 1. Research designs may include but not limited to: | 1. Descriptive survey 2. Correlations 3. Experimental, etc. |
| * 1. Population may include but not limited to: | 1. Finite 2. Infinite |
| * 1. Sampling techniques may include but not limited to: | 1. Probability 2. Non-probability |
| * 1. Data collection tools may include but not limited to: | 1. Questionnaires 2. Interview schedules 3. Observations, etc. |
| * 1. Data analysis techniques may include but not limited to: | * 1. Quantitative   2. Qualitative |
| * 1. Data presentation methods may include but not limited to: | 1. Tables 2. Charts |
| 10. Preliminary pages may include but not limited to: | 10.1 Cover page  10.2 Declaration   * 1. Dedication, etc. |
| 11. Appendices may include but not limited to: | 11.1 Letter of introduction  11.2 Data collection tools   * 1. Work plan, etc. |
| 12. Proofread may include but not limited to: | 12.1 Change of tenses from future tense to past tense   * 1. Appropriate line spacing   2. Appropriate font style and font size, etc. |
| 13. Binded may include but not limited to: | 13.1 Spiral  13.2 Case/hard cover, etc. |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency

**Required Skills**

The individual needs the following skills:

* Analytical
* Time management
* Critical thinking
* Academic writing
* Attention to detail
* Problem-solving
* Language skills
* Formatting skills
* Organization
* Summarizing
* Originality

**Required Knowledge**

The individual needs knowledge of:

* Communication
* Basic statistics
* Research engines
* Digital literacy
* Research engines
* Time management

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with performance criteria, required skills, knowledge, and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | ***Assessment requires that the individual:***   1. Established appropriate research title as per area of specialization 2. Identified research variables in line with research title 3. Formulated research objectives in line with research variables 4. Developed background to study as per research title 5. Formulated statement of problem as per institutional requirements 6. Specified scope of study as per research title 7. Described relevant theories of study as per research objectives 8. Reviewed empirical literature as per research objectives 9. Formulated conceptual framework as per research variables 10. Identified relevant research designs as per type of research study 11. Established target population of study as per the scope of study 12. Identified sample and sampling techniques as per target population 13. Formulated data collection tools as per research objectives 14. Identified data analysis techniques as per type of study 15. Identified data presentation methods as per type of study 16. Generated response rate as per research instrument 17. Carried out data analysis as per response rate 18. Presented data analysis results as per presentation method 19. Carried out qualitative analysis as per institutional requirements 20. Concluded findings of the study as per data analysis results 21. Generated response rate as per research instrument 22. Prepared preliminary pages as per the institutional requirements 23. Organized research report as per the institutional requirements 24. Compiled list of references as per the institutional requirements 25. Attached appendices as per the institutional requirements 26. Proofreading research report as per the institutional requirements 27. Spiral bound research report as per the institutional requirements |
| 2.Resource implications | The following resources should be provided:  2.1Appropriately simulated environment where assessment can take place.  2.2Access to relevant work environments where assessment can take place.  2.3Resources relevant to the proposed activities or task. |
| 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 1. Context of Assessment | 4.1 The competency may be assessed in a workplace or a simulated workplace |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **CORE UNITS**

# **CO-ORDINATE TRAINING AND DEVELOPMENT**

**UNIT CODE:** 0413 451 12A

**UNIT DESCRIPTION:**

This unit specifies the competencies required to carry out training and development within human resource function in an organization. It includes carrying out training needs assessment, preparing training programs, coordinating internal training and evaluating the training outputs and Maintain employee training records.

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicized terms are elaborated in the range)*** |
| 1. Carry out training needs assessment | * 1. Training objectives are identified according to HR Manual.   2. ***Training needs assessment tools*** are developed and disseminated according to HR Manual.   3. Performance appraisal reports are reviewed based on TNA being carried out.   4. Gaps in the performance appraisal report are identified based on the TNA.   1.5 Training needs assessment report is prepared based on the identified gaps. |
| 1. Prepare employee training program | * 1. Training objectives are determined as per TNA report.   2. ***Training methods*** are selected based on the training objectives.   3. Training resources required are determined based on the nature of training.   4. Internal training schedule is prepared as per nature of training.   5. Budgetary allocation for training and development determined as per identified nature of training   2.6 Prepared training program is communicated to staff as per organization communication policy. |
| 1. Coordinate employee training | * 1. Training resources are availed based on the nature of training.   2. Oversee the delivery of training as per training program.   3. Evaluation of the training is conducted based on training objectives.   3.4. A report is prepared based on the training. |
| 4.Evaluate the training output | * 1. Training impact assessment objectives are identified based on TNA gaps identified   2. ***Training impact assessment tools*** aredeveloped and disseminated based on impact assessment objectives   3. Training impact assessment report is prepared based on the findings collected.   4.4 Training program is reviewed as per recommendations in the training report. |
| 5.Maintain employee training records | 5.1Training sessions are documented as per the training policy   * 1. Employee ***training records*** are received (feedback)   2. Employee training records are stored   3. Employee training records are tracked and updated.   4. Employee training compliance is monitored as per organizational guidelines. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| Training needs assessment tools may include but not limited to: | * 1. Questionnaires   2. Surveys   3. Performance appraisal reports   4. Interviews   5. Complains register   6. Accident reports records |
| 2. Training methods may include but not limited to: | * 1. Demonstration   2. Projects   3. Case study   4. Simulation   5. Role plays   6. Exchange programs |
| 3. Training impact assessment tools may include but not limited to: | * 1. Individual training reports   2. Monitoring and evaluation reports   3. Coaching and mentoring reports |

**REQUIRED** **KNOWLEDGE AND SKILLS**

This section describes the skills and knowledge required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* + Performance management
  + Organization mandate/core business/functions/roles
  + Human resource procedures and manual
  + Human resource legislations, policies and regulations
  + Workplace procedures
  + Industrial training Act
  + Training principles
  + Team building
  + Emerging issues

**Required Skills**

The individual needs to demonstrate the following additional skills:

* + Observation
  + Communication
  + Interpersonal relations
  + Computer application
  + Report writing
  + Data analysis and presentation
  + Listening
  + Decision making
  + Time management
  + Emotional intelligence
  + Team work
  + Leadership
  + Public relation
  + Conflict management and resolutions
  + Crisis management

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and understanding and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified organization training objectives according to HR manual.   2. Developed training need assessment tools as per HR manual   3. Selected training methods based on the training objectives   4. Conducted evaluation of the training based on training objectives   1.5 Prepared training impact assessment report based on the findings collected |
| 1. Resource Implications | The following resources MUST be provided:   * 1. Resources and documentation used in the workplace.   2. Workplace policies and procedures.   3. Organization work plans. |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Practical Assessment   2. Projects   3. Portfolio of evidence   4. Third party report   5. Written Test   6. Oral questions |
| 1. Context of Assessment | 4.1 Competency may be assessed in a workplace or simulated work environment. |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **CONDUCT EMPLOYEE RESOURCING**

**UNIT CODE:** 0413 451 13A

**UNIT DESCRIPTION:**

This unit specifies the competencies required to conduct employee hiring. It involves carrying out human resource planning, conducting recruitment, selection and placement and inducting of new employees and Manage Employee Separation

| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Carry out human resource planning | 1. ***Man power demand*** and ***supply forecasting*** are determined as per organization guidelines. 2. Short term and long term hiring plans are developed as per organizational procedures. 3. ***Recruitment solutions*** are implemented as per workplace procedures |
| 2. Conduct job analysis | * 1. Job analysis is determined in line with the organisational requirements and market trends.   2. Techniques of job analysis are analysed as per the human resource policy.   3. Job description and specification are developed as per the job analysis feedback   4. Job analysis reports are Periodically Updated as per organization requirement.   5. Job description and specifications are reviewed as per organisational strategic plans. |
| 3.Conduct employee recruitment | * 1. Recruitment methods are determined based on HR Manual   2. Recruitment method is selected as per HR Manual   3. Selected recruitment method is applied as per HR Manual   4. Applications are received as per HR Manual |
| 4. Conduct applicants’ selection | 4.1 Shortlisting is carried out as per HR Manual  4.2 Shortlisted candidates are invited for interviews as per HR Manual.  ***4.3 Interviews*** are conducted as per HR Manual  4.4 Successful candidates are selected based on pre-determined criteria |
| 5. Conduct employee placement | 5.1 Successful candidates are informed based on interview performance  5.2 Employment Offer letters are prepared in line with guiding regulations  5.3 Employment contract is issued in line with guiding regulations  5.4 Job placement Job description and specification are developed as per the job analysis feedback  5.5 Job analysis reports are Periodically updated as per organization requirement.  5.6 Job description and specifications are reviewed as per organizational strategic plans. |
| 6. Induct new employees | 6.1 Preparation for induction is carried out as per HR Manual  6.2 Inducting materials are issued based on the nature of induction.  6.3 Induction of employees is conducted as per HR Manual |
| 7. Manage Employee Separation | 7.1 Asses employee’s separation methods as per employment act 2007  7.2 Manage the separation process as per the organizational procedure  7.3 Identify employees exiting the service |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply.

It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Man power demand may include but not limited to: | * 1. Workload forecasting   2. Executive judgement   3. Expansion   4. Statistical technique |
| 1. Man power supply may include but not limited to: | * 1. Qualification   2. Training inventory   3. Age inventory   4. Head count |
| 1. Recruitment solutions may include but not limited to: | 1. Talent pool 2. Referral bonuses 3. Employer brand 4. Permanent placement 5. Professional staffing 6. Assessment |
| 1. Interviews may include but not limited to: | * 1. Phone interview   2. Face to face interview   3. Online interview |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the skills and knowledge required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* + Human resource policies, guidelines and regulations
  + Organization goals, objectives and strategies
  + Vacancy identification and advertisement
  + Recruitment cycle
  + Workplace induction
  + Market segmentation
  + Job analysis techniques

**Required Skills**

The individual needs to demonstrate the following skills:

* + Decision making
  + Interpersonal skills
  + Communication
  + Emotional intelligence
  + Listening
  + Teamwork
  + Negotiations
  + Computer application
  + Time management
  + Speaking skills

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and understanding and range.

|  |  |
| --- | --- |
| 1. Critical aspects of competency | Assessment requires evidences that the candidate:   * 1. Determined man power demand and supply forecast as per organization guidelines.   2. Selected recruitment method as per HR Manual   3. Received applications as per HR Manual   4. Conducted interviews as per HR Manual   5. Selected successful candidates based on pre-determined criteria   6. Issued employment contract in line with guiding regulations   7. Conducted induction of employees as per HR Manual |
| 1. Resource implications | The following resources MUST be provided:   * 1. Human resource polices, guidelines and regulations Strategic plans.   2. Work plans and programmes/schedules.   3. Organization policies and procedures. |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Practical Assessment   2. Projects   3. Portfolio of evidence   4. Third party report   5. Written Test   6. Oral questions |
| 1. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment. |
| 1. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

**MANAGE HUMAN RESOURCE RECORDS**

**UNIT CODE:** 0413 451 14A

**UNIT DESCRIPTION**

This unit covers the competencies required to manage human resource records. It involves creating human resource files, establishing human resource records and filing system, maintaining human resource records, retrieving human resource records, operating human resource information system and conducting human resource records appraisal.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Create human resource files | * 1. Record management policy is established as per organization objectives   2. Human resource records types are established in line with the record management policy   3. Human resource data is collected as per record management policy   4. Data accuracy is ascertained as per the record management policy   5. Recording forms are analyzed as per the record management policy   6. Physical/digital human resource records are created as per the record management policy |
| 1. Establish human resource records and filing systems | * 1. ***Filing systems*** are identified based on type of records in line with the record management policy   2. ***Resources*** for setting up the filing system are identified, and their availability secured based on the type of records and in line with the record management policy   3. Filing system is established based on type of records and in line with the record management policy |
| 1. Maintain HR records | * 1. HR records are received in line with the record management policy   2. Allocation of duties is done in line with the organization requirements   3. Contents of HR records are analyzed and assessed in line with the record management policy   4. Indexing system for the organization is identified as per record management policy   5. HR records are indexed as per the organization requirements |
| 1. Retrieve HR records | * 1. Familiarize with the organization policy on retrieval of records where available.   2. Policy on retrieval of records is initiated in line with the record management policy.   3. ***Resources*** for retrieval of records are identified and their availability secured based on the type of records   4. HR records retrieval is done in line with the record management policy   5. Circulation of records within the organization is monitored and reviewed in line with the record management policy. |
| 5. Operate human resource information system | * 1. Human resource database is created in line with the organization policy   2. Human resource processes are automated based on organization requirements   3. Human resource information system is maintained as per organization policy   4. Human resource information system is reviewed in line with the organization policy |
| 6.Conduct human resource records appraisal | * 1. Records retention schedules are prepared in line with the organization retention policy where available.   2. Policy on retention of records is initiated in line with the organization objectives.   3. Records survey is conducted as per the organization’s requirements.   4. Evaluation of records is conducted as per the organization’s requirements.   5. Records are Disposed/retained in line with the existing legislation on archiving. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| * 1. Types of HR records may include but not limited to: | * Letters * Files * certificates |
| * 1. Forms of HR records may include but not limited to: | * Manuals * HR forms * Personal files |
| * 1. Filing systems may include but not limited to: | * Alphabetical * Numerical * Decimal * Geographical |
| * 1. Resources for filing may include but not limited to: | * Box files * Spring files * Paper punch * Flash disks * Computers |
| * 1. Facilities for storage may include but not limited to: | * Space * Security |
| * 1. Storage systems may include but not limited to: | * Vertical * Horizontal |
| * 1. Resources for storage may include but not limited to: | * Cabinets * Racks * Shelves |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication and negotiations
* Computer application
* Workplace induction procedures
* Leadership
* Time management
* Conflict management and resolutions
* Decision making
* Interpersonal Relations
* Organization
* Record management
* Reading
* Numerical

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Human resource policies, guidelines and regulations
* Organization goals, objectives and strategies
* Legislations
* Record management
* Filing systems
* Storage systems

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of  Competency | Assessment requires evidences that the candidate:   * 1. Demonstrated the ability to develop filing systems in line with the record management policy   2. Demonstrated expertise in undertaking indexing as per record management policy   3. Demonstrated competence in the filing in line with the record management policy   4. Demonstrated competence in the record retrieval as per the record management policy |
| 2. Resource implications | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place   3. Materials relevant to the proposed activity or tasks |
| 3. Method of assessment | Competency may be assessed through:   1. Written test 2. Portfolio of Evidence 3. Interview 4. Third party report |
| 4. Context for assessment | 4.1Assessment may be done in the workplace or in a simulated workplace setting (assessment centers) |
| 5. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **COORDINATE EMPLOYEE PERFORMANCE MANAGEMENT**

**UNIT CODE:** 0413 451 15A

**UNIT DESCRIPTION:**

This unit specifies the competencies required to coordinate performance management. It involves coordinating development of organizational work plan, coordinating performance evaluation and coordinating performance appraisal.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Coordinate development of organizational work plan | 1 .1 Departmental objectives are set based on organizational objectives  1.2 Individual targets are set based on departmental objectives  1.3 Resources requirement are identified based on set targets |
| 1. Coordinate performance evaluation | * 1. Individual performance is monitored as per set targets   2. ***Evaluation of performance*** targets is carried out as per HR manual   3. Performance evaluation report is prepared as per performance evaluation. |
| 1. Coordinate performance appraisal | * 1. ***Methods of performance appraisal*** are determined as per HR manual   2. Appraisal is conducted based on HR manual   3. Performance feedback is given based on the worker’s performance.   3.4 Motivation, sanction or interventions are initiated as per HR manual. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Evaluation of performance may include but not limited to: | * 1. Job classification   2. Factor comparison   3. Job ranking   4. Market pricing   5. Paired comparison ranking   6. Analytical matching |
| 1. Methods of performance appraisal may include but not limited to: | 2.1 Management by Objectives   * 1. Rating method   2. 360-degree feedback   3. Critical incident appraisal   4. Work standards approach   5. Ranking method   6. Open- ended method   7. Essay appraisal |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the knowledge and skills required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* + Emerging issues
  + Performance management
  + Work place procedures
  + Human resource procedures and manuals
  + Management functions
  + Duties and responsibilities of job families in the organization
  + Human resource legislations, policies and regulations
  + Development and administration of data collection tools
  + Training principles

**Required Skills**

The individual needs to demonstrate the following required skills:

* + Communication
  + Data analysis and presentation
  + Listening
  + Team building
  + Time management
  + Conflict management and resolution
  + Decision making
  + Emotional intelligence
  + Public relation
  + Negotiation
  + Computer application
  + Interpersonal Relations
  + Crisis management,
  + Report writing
  + Data analysis and presentation

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and understanding and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Set departmental objectives as per organization objectives   2. Set individual targets as per departmental objectives   3. Carried out evaluation of performance targets as per HR manual   4. Determined method of performance appraisal as per HR manual   5. Conducted appraisals as per HR manual |
| 2. Resource Implications | The following resources must be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place   3. Materials relevant to the proposed activity or tasks |
| 3. Methods of Assessment | Competency may be assessed through:   * 1. Practical Assessment   2. Projects   3. Portfolio of evidence   4. Third party report   5. Written Test   6. Oral questions |
| 4. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment. |
| 5. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **MANAGE EMPLOYEE RELATIONS**

**UNIT CODE:** 0413 451 16A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage employee relation. It involves managing collective bargaining, conducting career progression, coordinating employee’s welfare programmes and handling grievances and disputes.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicized terms are elaborated in the range)*** |
| --- | --- |
| 1. Handle grievances and disputes | * 1. Grievances and disputes resolutions mechanisms are sensitized to employees as per HR Procedures   2. Grievances and disputes are received and documented as per HR Manual   3. Recommendations on appropriate grievance and dispute mechanisms are made to management based on the nature of grievance and dispute |
| 2. Manage Collective Bargaining | * 1. Preparations for collective bargaining agreement is conducted based on Trade Union Act, 2007   2. Collective bargaining is conducted as per Labour Relations Act, 2012   3. A collective bargaining agreement is drawn as per Labour Relations Act, 2012 |
| 3.Coordinate employees’ welfare programs | * 1. ***Employee welfare programs*** are identified as per HR Manual   2. Goals and objectives of each program are established as per HR Manual   3. Employees’ welfare programs are implemented as per HR Manual |
| 4. Conduct career progression | * 1. Career Progression Guidelines are communicated to employees as per scheme of service   2. Vacanciesin the staff establishments are identified as per career planning   3. Employees eligible for promotion are identified in line with scheme of service   4. Promotion process is carried as per scheme of service. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Employee welfare programs may include but not limited to: | * Health insurance * Dental insurance * Life insurance * Disability insurance * Vision insurance. |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the skills and knowledge required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* + Enabling legislation that govern employment and the work place
  + Knowledge management
  + Legislation on cross-cutting issues e.g. disability mainstreaming
  + Organization policies, structures, processes, work standards skills and competencies
  + Capacity building

**Required Skills**

The individual needs to demonstrate the following additional skills:

* Interpersonal
* Communication
* Negotiations
* Critical thinking
* Strategic management
* Data collection and reporting
* Presentation

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and understanding and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Conducted preparations for collective bargaining agreement as per Trade Union act, 2007.   2. Identified vacancies in the staff establishment as per career planning.   3. Identified employees eligible for promotion in line with scheme of service.   4. Identified employee welfare programs as per HR Manual   5. Received and documented grievance and disputes as per HR Manual. |
| 2. Resource Implications | The following MUST be provided:   * 1. Regulations, guidelines and strategic plan   2. Organization structure, functions, policies and procedures   3. Organization work plan |
| 3. Methods of Assessment | Competency may be assessed through:   * 1. Practical Assessment   2. Projects   3. Portfolio of evidence   4. Third party report   5. Written Test   6. Oral questions |
| 4. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment. |
| 5. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **UNDERTAKE EMPLOYEE SEPARATION**

**UNIT CODE:** 0413 451 17A

**UNIT DESCRIPTION:**

This unit covers the competencies required to undertake employee separation. It involves classifying existing employees, issuing exit documents, processing retirement benefits and claims, and conducting exit interviews

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes that make up workplace functions | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements  ***(Bold and italicized terms are elaborated in the range)*** |
| --- | --- |
| 1. Classify exiting employees | * 1. Organization separation policy is established in line with employment Act 2007   2. ***Voluntary separation methods*** are assessed as per employment Act 2007   3. ***Involuntary separation methods*** are explored based on employment Act 2007   4. Alternative work arrangement options are explored in line with management strategic plans   5. Employees’ separation methods are documented as per organization procedures |
| 1. Identify employees exiting the service | * 1. Employees terms of service are identified as per appointment letter.   2. Employees whose terms of employments are coming to an end are determined in line with human resource records.   3. Employees exiting the service are documented as per the organization policies.   4. Notices of exit are issued to the identified employees as per the organization procedures.   5. Employees exiting the service due to ***natural causes*** are documented as per organizational human resource policy.   6. Exit reports are prepared as per the management requirement.   7. Exit Reports are submitted to the management in line with organization procedures |
| 1. Issue exit documents | 1. Exiting employees are notified as per termination policy 2. Termination letters are issued to affected employees as per termination policy. 3. ***Exit service documents*** are issued to notified employees in line with organizational procedures. 4. Completed exit service documents are collected from the employees in line with organizational procedures. 5. Exit service documents are received from the next of kin of employees who exited due to natural causes |
| 1. Process employee retirement benefits and claims | 1. Pension forms are filled in line with NSSF Act 2013 2. Pension documents are submitted in line with retirement benefits policy. 3. Gratuity forms are filled in line with human resource manual. 4. Gratuity documents are submitted as per organizational procedures. 5. Benefits and claims are paid as per insurance and pension scheme. |
| 1. Conduct exit interviews | * 1. ***Exit interviews*** are identified as per the organization requirements   2. Exit interviews tools are developed in line with organizational requirements   3. Exit interviews are conducted as per the organization procedures.   4. Exit interviews data are analysed as per the organization policies.   5. Exit interview reports are prepared as per the organization procedures.   6. Exit interview reports are submitted in line with organization procedures. |

**RANGE**

This section provides a work environment and conditions to which the performance criteria apply. It allows for a different work environment and situations that will affect performance.

| Variable | **Range** |
| --- | --- |
| 1.Voluntary separation methods may include but are not limited to: | * Resignation * Voluntary Retirement * Early retirement * Voluntary buyout * Mutual agreement |
| 2.Involuntary separation methods are may include but are not limited to: | * Layoff * Termination for cause * Redundancy * Contract non-renewal * Retrenchment * Involuntary retirement * Dismissal |
| 3.Natural causes may include but are not limited to: | * Relocation * Health issues * Family responsibilities * Education pursuits * Career change * Personal reasons * Death * Disability |
| 4.Exit service documents may include but are not limited to: | * Resignation letter * Clearance form * Non- disclosure and confidentiality agreement * Exit documentation checklist |
| 1. Exit interviews may include but are not limited to: | * Structured exit interview * Unstructured exit interview * Telephone or virtual exit interview * Group exit interview * Exit survey with ratings |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Interpersonal
* Negotiation
* Computer application
* Report writing skills
* Interviewing techniques
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Employment related legislations
* Conducting interviews
* Terms and conditions of employment
* Employment termination methods

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1.Critical aspects of Competency | Assessment requires evidences that the candidate:   * 1. Established organization separation policy in line with employment Act 2007   2. Documented employee’s separation methods as per organization procedures   3. Identified employee’s terms of service as per appointment letter.   4. Prepared exit reports as per the management requirement.   5. Issued exit service documents to notified employees in line with organizational procedures.   6. Developed exit interviews tools in line with organizational requirements   7. Exit interview reports are prepared as per the organization procedures.   8. Issued termination letters to affected employees as per termination policy |
| 1. Resource Implications for competence certification | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place   3. Materials relevant to the proposed activity or tasks |
| 1. 3. Method of Assessment | Competency may be assessed through:   1. Practical 2. Projects 3. Portfolio of evidence evaluation 4. Third-party report 5. Written tests 6. Oral questions |
| 1. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment |
| 1. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **MANAGE EMPLOYEE REWARDS**

**UNIT CODE:** 0413 551 18A

**UNIT DESCRIPTION:**

This unit specifies the competencies required to manage employee rewards. It involves carry out job analysis, conducting job evaluation and developing reward packages.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENTS**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements  ***(Bold and italicised terms are elaborated in the range)*** |
| --- | --- |
| 1.Conduct job evaluation | * 1. ***Job evaluation method*** is selected based on HR Manual   1.2 Job evaluation is conducted as per selected method  1.3 A report on the worth of the job is generated as per job evaluation  1.4 Communication and roll out is done as per work procedure |
| 2.Develop a reward  package | * 1. ***Methods of reward packages*** are identified as per HR Manual   2. Packages are clustered according to job groups identified based on scheme of service.   3. Approval is obtained as per the HR manual   4. Communication and implementation to staff is done as per communication policy. |
| 3.Administer employees’ wages and salary | * 1. Organizations’ wages and salary are identified as per the HR compensation and benefits policy   2. Salary levels are determined based on job evaluation results   3. Salary budgets are prepared as per the work place procedures   4. Grading systems are established in line with SRC requirement.   5. Pay systems are determined based on terms of service   6. Pay structures are established in line with SRC requirements. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Job evaluation method may include but not limited to: | * 1. Analytical matching   2. Point factor evaluation   3. Internal benchmarking   4. Job classification   5. Job ranking   6. Paired comparison ranking |
| 1. Methods of reward packages may include but not limited to: | * 1. Time rates   2. Piece rates   3. Team based pay   4. Allowances   5. Bonuses   6. Incentives |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the knowledge and skills required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* + Enabling legislation governing financial management.
  + Financial management.
  + Work plan procedures
  + Human resource procedures and manuals
  + Dispute resolution procedures
  + Organization policies and budgeting processes.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication.
* Interpersonal.
* Negotiations.
* Critical thinking.
* Financial management.
* Data collection and reporting.
* Presentation.
* Numeracy.
* Resource mobilization.
* Decision making
* Budgeting
* Computer skills
* Reporting.

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required knowledge and understanding and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Performed job assessment as per HR manual   2. Prepared job specification as per organization guidelines   3. Selected job evaluation method as per HR manual   4. Conducted job evaluation as per HR manual   5. Identified methods of reward packages as per HR manual |
| 1. Resource Implications | * 1. Financial regulations, policies, guidelines, manuals and strategic plan.   2. Salary and benefit manual.   3. Organization structure, policies and procedures.   4. Contracts and agreements. |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Practical Assessment   2. Projects   3. Portfolio of evidence   4. Third party report   5. Written Test   6. Oral questions |
| 1. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment. |
| 1. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **MANAGE HUMAN RESOURCE OPERATIONS**

**UNIT CODE:** 0413 551 19A

**UNIT DESCRIPTION:**

This unit specifies the competencies required to perform human resource operations. It involves managing staff leave, coordinating employee health and safety, handling disciplinary cases, maintain human resource records and manage Human Resource Information System (HRIS)

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENTS**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Manage staff leave | 1. Leave sheet is issued as per HR Manual 2. ***Leave approval*** is verified as per HR Manual 3. Approved leave sheets are filed as per HR Manual |
| 2.Coordinate employee health and safety | 1. Health and safety policy are developed as per industry standards 2. Occupation health and safety committee is constituted as per OSHA 3. Risk areas and hazards are assessed as per occupation health and safety Act 4. Risk and hazard mitigation measures are identified based on risks and hazards identified 5. Implementation of risk mitigation is coordinated based on risks and hazards. |
| 3. Handle disciplinary cases | 1. Employees are sensitized on the disciplinary procedure as per HR Manual 2. Ad-hoc disciplinary committee is constituted based on disciplinary case 3. A report on disciplinary action is prepared based on disciplinary case 4. Recommendations are implemented based on disciplinary action report 5. Disciplinary actions are documented as per HR manual. |
| 4. Maintain human resource records | 1. ***Records*** are sorted and classified based on their nature 2. Records are indexed and stored based on their nature 3. Records back-up is created based on original records. 4. Records are appraised and obsolete records are archived based on record usage. |
| 5. Manage Human Resource Information System (HRIS) | 1. Human resource database is created as per organizational needs 2. Human resource processes are automated based on organization requirement 3. Human resource information system is maintained in line with human resource procedures 4. Human resource information system is reviewed in line with organization strategic plans. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Leave approval may include but not limited to: | * 1. Maternity   2. Paternity   3. Sick   4. Annual   5. Terminal   6. Study   7. Compassionate |
| 2. Records may include but not limited to: | * 1. Training records   2. Benefits records   3. Employee records   4. Attendance records   5. Unemployment records   6. Payment records   7. Health and safety records |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the knowledge and skills required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* + Work place procedures
  + Human resource procedures and manuals
  + Management functions
  + Work Planning and documentation
  + Dispute resolution procedures
  + Human resource legislations, policies and regulations
  + ICT
  + Interpersonal relations
  + Emotional intelligence
  + Leadership and management

**Required Skills**

The individual needs to demonstrate the following required skills:

* + Communication
  + Negotiation
  + Decision making
  + Conflict management and resolutions
  + Leadership
  + Time management
  + Emotional intelligence
  + Interpersonal relations
  + Crisis management
  + Listening
  + Organizational
  + Analytical skills
  + Public relations
  + Data analysis and presentation
  + Operations of the organization
  + Emerging issues.

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required knowledge and understanding and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Verified leave approval as per HR Manual   2. Identified risk and hazard mitigation measures based on risks and hazards identified   3. Sorted and classified records based on their nature. |
| 1. Resource Implications | The following resources must be provided:   * 1. Polices, guidelines and regulations Strategic plans   2. Organization structure, policies and procedures   3. Occupation health and safety guidelines |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Practical Assessment   2. Projects   3. Portfolio of evidence   4. Third party report   5. Written Test   6. Oral questions |
| 1. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment. |
| 1. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# **PROVIDE EMPLOYEE COUNSELLING**

**UNIT CODE:** 0413 551 20A

**UNIT DESCRIPTION**

This unit specifies the competencies required to provide employee counselling. It involves managing employee conflict, providing employee support and evaluating performance improvement

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicized terms are elaborated in the range)*** |
| --- | --- |
| 1. Manage Employee  Conflicts | 1.1 Policies and procedure for managing  conflicts are developed  1.2 Employees conflicts are identified as per workplace procedures  ***1.3 Conflict resolution techniques*** are implemented as per workplace procedures |
| 2.Provide Employee  Support | 2.1 ***Wellness programs*** are Implemented as per HR policy  2.2 ***Work life balance initiatives*** are implemented as per the HR manual  2.3 ***Resources for employee development*** and career support are provided as per the work standard |
| 3.Evaluate Performance  Improvement | 3.1 Employee performance gaps are identified as per the role requirement  3.2 Constructive feedback and coaching is provided as per workplace procedures  3.3 Performance improvement plans are implemented as per workplace procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1.Conflict resolution techniques may include but are not limited to: | * Mediation * Consensus Building * Negotiation * Collaboration * Avoiding * Accommodation |
| 2. Wellness programs may include but are not limited to: | * Sensitization * Physical fitness * Health Insurance * Employee assistance programs * Wellness retreats |
| 1. Work life balance initiatives may include but are not limited to: | * Flexible work arrangement * Remote work * Leaves |
| 4 Resources for employee development may include but are not limited to: | * Training * Mentoring and coaching * Professional development plans * Opportunities for career progression |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the skills and knowledge required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* + Knowledge management
  + Legislation on cross-cutting issues e.g. disability mainstreaming
  + Organization policies, structures, processes, work standards skills and competencies
  + Capacity building

**Required Skills**

The individual needs to demonstrate the following additional skills:

* Interpersonal
* Communication
* Negotiations
* Critical thinking
* Strategic management
* Data collection and reporting
* Presentation

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and understanding and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Conducted preparations for collective bargaining agreement as per trade union act, 2007.   2. Identified vacancies in the staff establishment as per career planning.   3. Identified employees eligible for promotion in line with scheme of service.   4. Identified employee welfare programs as per HR Manual   5. Received and documented grievance and disputes as per HR Manual. |
| 2. Resource Implications | The following MUST be provided:   * 1. Regulations, guidelines and strategic plan   2. Organization structure, functions, policies and procedures   3. Organization work plan |
| 3. Methods of Assessment | Competency may be assessed through:   1. Practical Assessment 2. Projects 3. Portfolio of evidence 4. Third party report 5. Written Test 6. Oral questions |
| 4. Context of Assessment | 4.1Competency may be assessed in a workplace or simulated work environment. |
| 5. Guidance information for assessment | 5.1Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

**APPLY LABOUR LAWS**

**UNIT CODE:** 0421 551 21A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply labor laws. It involves understanding the concepts of labour law, identifying players in labour relations, differentiating trade unions and trade unionism, analysing international labour organization conventions, applying relevant labour legislation, and performing participation and joint consultations.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicized terms are elaborated in the range)*** |
| --- | --- |
| 1. Understand the concepts of labour law. | * 1. Labour law is defined in line with employment relationship requirements.   2. Types of labour law are differentiated as per organizational context.   3. Sources of labour law are identified according to national legal framework.   4. Evolution of labour laws is explained as per historical developments.   5. Key principles of labour law are described in accordance with legal and ethical standard   6. The concept of decent work is interpreted in line with international labour standards   7. The role of labour law in promoting industrial harmony is explained in organizational context   8. Trends and challenges in labour law are identified in line with local and global environments. |
| 2. Identify players in labour relations | 2.1 **Key players in labour relations** are identified as per labour relations framework. 2.2 Roles of trade unions in promoting workers' welfare are explained in line with labour practices. 2.3 Functions of employer organizations are described in the context of labour relations. 2.4 Government and its agencies' roles in labour matters are explained according to legal mandates. 2.5 Role of labour courts and tribunals in dispute resolution is interpreted as per legal procedures. 2.6 Importance of social dialogue is explained in promoting workplace harmony. 2.7 Interrelationships among players are analyzed in a workplace setting. 2.8 Impact of players’ actions on labour relations is assessed according to organizational policies. |
| 3.Differentiate trade unions and trade unionism | 3.1 **Trade unions** are defined as per the relevant labour legislation. 3.2 Historical development of trade unionism is described in line with national context. 3.3 Types and structures of trade unions are identified as per union operations. 3.4 Legal framework governing trade unions is interpreted according to applicable laws. 3.5 Process of registration and recognition of trade unions is explained in line with legal procedures. 3.6 Rights and obligations of union members are outlined as per labour laws. 3.7 Benefits and challenges of trade unionism are analyzed according to stakeholder perspectives. 3.8 Trade union activities such as strikes and collective bargaining are interpreted as per legal guidelines. |
| 4.Analyse International Labour Organization (ILO) conventions | 4.1 Mandate and structure of the ILO are stated in line with international frameworks. 4.2 Key ILO conventions ratified by Kenya are identified as per national obligations. 4.3 Declaration on Fundamental Principles and Rights at Work is explained in line with ILO standards. 4.4 Process of ratification and domestication of ILO conventions is described according to international protocols. 4.5 Impact of ILO conventions on national legislation is assessed in relation to legal reforms. 4.6 Role of ILO in promoting decent work is explained in organizational context. 4.7 Influence of ILO standards on corporate labour practices is interpreted according to compliance expectations. 4.8 Kenya’s compliance with ILO conventions is analyzed in light of national reports and assessments. |
| 5. Apply relevant labour legislation | 5.1 **Key labour laws in Kenya** are identified as per the legal framework. 5.2 Provisions of the Employment Act, Labour Relations Act, and OSHA are interpreted in line with organizational requirements. 5.3 Employment contract and termination provisions are applied as per statutory requirements. 5.4 Statutory requirements on wages, working hours, and leave are explained in accordance with legal standards. 5.5 Provisions on equality, non-discrimination, and fair treatment are interpreted in line with labour laws. 5.6 Obligations of employers and employees are outlined as per relevant statutes. 5.7 Penalties for non-compliance with labour laws are identified in accordance with legal provisions. 5.8 Legal procedures for grievance handling and dispute resolution are applied as per organizational protocols. |
| 6. Perform participation and joint consultations | 6.1 Participation and joint consultation are defined in the context of labour relations. 6.2 Importance of employee involvement in decision-making is explained as per organizational policy. 6.3 Mechanisms for employee participation are identified in accordance with labour relations practices. 6.4 Legal framework supporting joint consultation is interpreted as per national labour legislation. 6.5 Role of collective bargaining in participative management is explained in line with industrial relations principles. 6.6 Impact of joint consultation on productivity and morale is assessed based on workplace indicators. 6.7 Methods of conducting consultative meetings are applied as per organizational procedures. 6.8 Challenges of employee participation in labour relations are identified in relation to workplace dynamics. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| * + - 1. Basic labor law concepts include, but not limited to: | * 1. Employment contracts   2. Terms and conditions of work.   3. Discrimination.   4. Trade union.   5. Collective bargaining   6. Employee relations.   7. Social security.   8. Health and safety.   9. Sexual harassment.   10. Protection of children. |
| * + - 1. Key players in labour relations include but not limited to: | * 1. The Employment Act   2. The labor Institutions Act.   3. The Labor Relations Act.   4. The Occupational Safety and health Act.   5. Work Injury Benefits Act |
| * + - 1. Trade unions include but not limited to: | * Central Organization of Trade of Unions (COTU) * Kenya Petroleum Oil Workers Union (KPOWU) * Kenya National Union of Teachers (KNUT) * Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals & Allied Workers (KUDHEIHA) * Transport & Allied Workers Union (TAWU) |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Foundation in legal principles,
* A grasp of kenyan legal framework,
* Understanding concepts like contracts, discrimination, and employment relationships,
* As well as knowledge of specific kenyan laws like the employment act and the labour relations act.

**SKILLS**

The individual needs the following skills:

* Interpersonal
* Critical thinking
* Communication
* Evaluation.
* strong analytical skills
* and problem-solving skills
* interpreting their implications.

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | * 1. Assessment requires evidence that the candidate:   2. Identified Key players in labour relations as per labour relations framework.   3. Explained Roles of trade unions in promoting workers' welfare in line with labour practices.   4. Described Functions of employer organizations in the context of labour relations..   5. Assessed Impact of players’ actions on labour relations according to organizational policies.   6. Interpreted Legal framework governing trade unions according to applicable laws.   7. Explained Process of registration and recognition of trade unions in line with legal procedures.   8. Interpreted Trade union activities such as strikes and collective bargaining as per legal guidelines.   9. Described Mandate and structure of the ILO in line with international frameworks.   10. Explained Declaration on Fundamental Principles and Rights at Work in line with ILO standards.   11. Interpreted Influence of ILO standards on corporate labour practices according to compliance expectations.   12. Applied Legal procedures for grievance handling and dispute resolution as per organizational protocols.   13. Explained Role of collective bargaining in participative management in line with industrial relations principles. |
| * + - 1. Resource implications | The following resources should be provided:  2.1 Access to relevant workplace  2.2Appropriately simulated environment where assessment can take place   * 1. Materials relevant to the proposed activity or tasks |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Projects 3. POE evaluation 4. Third party reports 5. Written test |
| * + - 1. Context of Assessment | 4.1The competency may be assessed in a workplace or a simulated workplace |
| * + - 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |