



REPUBLIC OF KENYA

NATIONAL OCCUPATIONAL STANDARDS

FOR

OFFICE ADMINISTRATOR

LEVEL 6

PROGRAMME CODE: 04130654B



TVET CDACC
P.O. BOX 15745-00100
NAIROBI

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FOREWORD

The provision of quality education and training is fundamental to the Government's overall strategy for social economic development. Quality education and training will contribute to achievement Kenya's development blue print and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution and this resulted in the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the 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 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 Occupational Standards were developed for the purpose of developing a Competency Based Curriculum for Office Administrator Level 6. These Occupational Standards will also be the basis for assessment of an individual for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the office administration growth and sustainable development.

**PRINCIPAL SECRETARY,
VOCATIONAL AND TECHNICAL TRAINING
MINISTRY OF EDUCATION**

PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a 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 the 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 attitudes 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. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for 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 labour force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC), in conjunction with Office Administration Sector Skills Advisory Committee (SSAC), have developed this Occupational Standards for an office administration technical. This Occupational Standards will be the bases for development of competency-based curriculum for Office Administrator Level 5. This Standards will also be the basis for assessment of an individual for competence certification.

The Occupational Standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, Office Administration SSAC, expert workers and all those who participated in the development of this Occupational Standards.

CHAIRPERSON
TVET CDACC

ACKNOWLEDGMENT

These Occupational Standards were developed through combined effort of various stakeholders from private and public organizations. I am sincerely thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to the Office administration Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards. I thank all the individuals and organizations who participated in the validation of these Standards. I acknowledge all other institutions which in one way or another contributed to the development of these Standards.

CHAIRPERSON

OFFICE ADMINISTRATION SECTOR SKILLS ADVISORY COMMITTEE

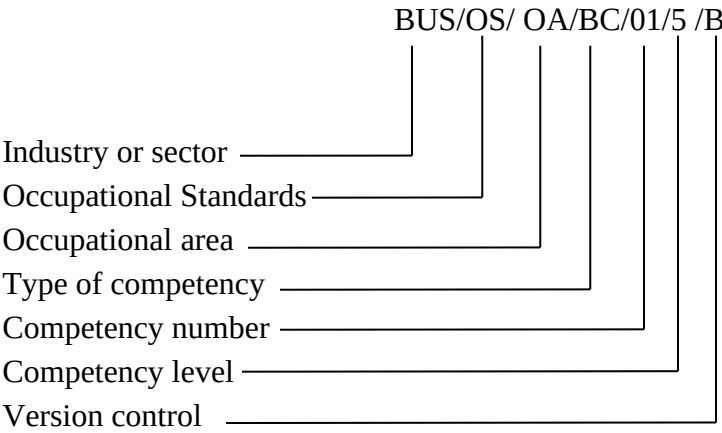
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ABBREVIATIONS AND ACRONYMS

BC	Basic Competency
CDACC	Curriculum Development, Assessment and Certification Council
CR	Core Competency
HO	Office administration Sector
ICT	Information Communication Technology
KNQA	Kenya National Qualifications Authority
OS	Occupational Standards
OSHA	Occupation Safety and Health Act
OSHS	Occupation Safety and Health Standards
PPE	Personal Protective Equipment
SSAC	Sector Skills Advisory Committee
TVET	Technical and Vocational Education and Training

KEY TO UNIT CODE



COURSE OVERVIEW

Office administration level 6 qualification consists of competencies that an individual must have to manage an organization’s office. It entails managing front office operations, managing office mail, coordinating official meeting and travel arrangement, managing petty cash, managing office security, managing telephone calls, processing office documents, and performing administrative duties.

Office administration level 6 qualification consists of the following basic, common and core units:

BASIC UNITS OF COMPETENCY

Unit Code	Unit Title
BUS/OS/OA/BC/01/6/B	Apply Digital Literacy
BUS/OS/OA/BC/02/6/B	Apply Communication Skills
BUS/OS/OA/BC/03/6/B	Apply Work Ethics and Practices
BUS/OS/OA/BC/04/6/B	Apply Entrepreneurial skills

COMMON UNITS OF COMPETENCY

Unit Code	Unit Title
BUS/OS/OA/CC/01/6/B	Demonstrate Shorthand Skills
BUS/OS/OA/CC/02/6/B	Demonstrate ICT Skills

CORE UNITS OF COMPETENCY

Unit Code	Unit Title
BUS/OS/OA/CR/01/6/B	Manage Front Office Operations
BUS/OS/OA/CR/02/6/B	Manage Office Mail
BUS/OS/OA/CR/03/6/B	File Office Documents
BUS/OS/OA/CR/04/6/B	Coordinate Official Meeting
BUS/OS/OA/CR/05/6/B	Coordinate Travel Arrangement
BUS/OS/OA/CR/06/6/B	Manage Petty Cash
BUS/OS/OA/CR/07/6/B	Manage Office Security
BUS/OS/OA/CR/08/6/B	Manage Telephone Calls
BUS/OS/OA/CR/09/6/B	Process Office Documents
BUS/OS/OA/CR/10/6/B	Perform Administrative Duties

BASIC UNITS OF COMPETENCY

APPLY DIGITAL LITERACY

UNIT CODE: BUS/OS/OA/BC/01/6/B

UNIT DESCRIPTION:

This unit covers the competencies required to demonstrate digital literacy. It involves operating computer devices, solving tasks using the Office suite, accessing online/offline 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	PERFORMANCE CRITERIA
These describe the key outcomes that make up workplace functions	These are assessable statements which specify the required level of performance for each of the elements <i>(Bold and italicized terms are elaborated in the range)</i>
1. Operate computer devices	1.1 Computer device usage is determined as per workplace requirements. 1.2 Computer hardware is identified according to job requirements. 1.3 Computer software is identified according to workplace requirements. 1.4 Computer devices are turned on or off as per the correct workplace procedure. 1.5 Mouse techniques are applied in solving tasks as per workplace requirements. 1.6 Keyboard techniques are applied in solving tasks as per workplace requirements. 1.7 Computer files and folders are created and managed as per workplace requirements. 1.8 Internet connection options are identified and applied in connecting computer devices to the Internet. 1.9 External devices are identified and connected to the computer devices as per the job requirement.
2. Solve tasks using Office suite	2.1 Word processing concepts are applied in solving workplace tasks as per job requirements. 2.2 Worksheet data is entered and prepared in accordance with work procedures. 2.3 Worksheet data is built and edited in accordance with workplace procedures. 2.4 Data manipulation on a worksheet is undertaken in accordance with work requirements. 2.5 Worksheets are saved and printed in accordance with job requirements. 2.6 Electronic presentation concepts are applied in solving

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 <i>(Bold and italicized terms are elaborated in the range)</i>
	workplace tasks as per job requirements.
3. Manage data and information	3.1 Office <i>internet services</i> are identified and applied in accordance with office procedures. 3.2 <i>Internet access applications</i> are determined in accordance with office operation procedures. 3.3 Internet search is performed as per job requirements. 3.4 Online digital content is downloaded in accordance with workplace requirements. 3.5 Digital content is identified and backed up in accordance with workplace procedures.
4. Perform online communication and collaborations	4.1 Netiquette principles are observed as per work requirements. 4.2 Electronic mail communication is executed in accordance with workplace policy. 4.3 Digital content copyright and licenses are identified and applied according to workplace policies and regulatory requirements. 4.4 <i>Online collaboration tools</i> are applied in accordance with workplace policies and regulatory requirements.
5. Apply cybersecurity skills	5.1 <i>Data protection</i> and <i>privacy</i> is classified in accordance with workplace policies and regulatory requirements. 5.2 <i>Internet security threats</i> are identified as per workplace policies and regulatory requirements. 5.3 Computer threats and crimes are detected in accordance to Information Management security guidelines 5.4 <i>Cybersecurity control measures</i> are applied in accordance with workplace policies and regulatory requirements.
6. Perform online jobs	6.1 <i>Online job platforms</i> are identified as per the job requirements. 6.2 Online accounts and profiles are created in accordance with the work requirements. 6.3 Online jobs are identified according to the bidder's skillset. 6.4 Online digital identity is managed according to industry best practices. 6.5 Online job bidding is done as per the specific job requirements. 6.6 Online tasks are executed according to the job requirements. 6.7 Personal online payment account is managed in accordance with financial regulations.
7. Apply job entry techniques	7.1 <i>Job opportunities</i> are sought based on competencies. 7.2 A winning resume/CV is developed as per job advertisement. 7.3 An application/cover letter is developed based on the job advertisement. 7.4 <i>certificates and testimonials</i> are organized as per resume.

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 <i>(Bold and italicized terms are elaborated in the range)</i>
	7.5 <i>Interview skills</i> 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
2. 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.
3. 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
4. External devices may include but are not limited to:	• Printers • Projectors • Smart Boards • Speakers • External storage drives • Digital/Smart TVs
5. Word processing concepts may include but are not limited to:	• Creating word documents • Editing word documents • Formatting word documents • Saving word documents

Variable	Range
	● Printing word documents
6. Mouse techniques may include but are not limited to:	● Clicking ● Double-clicking ● Right-clicking ● Drag and drop
7. 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)
8. Data manipulation may include but are not limited to:	● Use of formulae ● Use of functions ● Sorting ● Filtering ● Visual representation using charts
9. 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
10. 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 ● NewsGroup ● Ecommerce
11. Internet access applications/software may include but are not limited to:	● Browsers ● Email Apps ● eCommerce Apps
12. Online collaboration tools may include but are not limited to:	● Online Storage ● Online productivity applications ● Online meetings, ● Online learning environments, ● Online calendars ● Social networks

Variable	Range
13. Data protection and privacy may include but not limited to:	● Confidentiality of data/information ● Integrity of data/information ● Availability of data/information
14. 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 ● Ransomware
15. Security threats control measures may include but not limited to:	● Counter measures against cyber terrorism ● Physical Controls ● Technical/Logical Controls ● Operational Controls
16. Online job platforms may include but are not limited to:	● Remotask ● Data annotation.tech ● Cloudworker ● Upwork ● Oneforma ● Appen
17. Job opportunities may include but not limited to:	● Self employment ● Service provision ● product development ● salaried employment
18. Certificates and testimonials may include but not limited to:	● Academic credentials ● Letters of previous employments/ services rendered ● Letters of commendation ● Certifications of participation ● Awards
19. 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;
 1. Functions and concepts of word processing;
 2. Documents and tables creation and manipulations;
 3. Document editing;
 4. Document formatting;
 5. Word processing utilities
- Spreadsheets;
 6. Meaning, types and importance of spreadsheets;
 7. Components of spreadsheets;
 8. Functions, formulae, and charts, uses and layout;
 9. Data formulation, manipulation and application to cells;
 10. Editing & formatting spreadsheets;
- Presentation Packages;
 11. Types of presentation Packages.
 12. Creating, formulating, running, editing, printing and presenting slides and handouts
- Networking and Internet;
 13. Internet connectivity.
 14. Browser and digital content management;
 15. Managing data, information, and digital content
 16. Electronic mail and World Wide Web
- Fundamentals of Online Working;
 17. Online Profile Management;
 18. e-Portfolio Management;
 19. Online Jobs Bidding;
 20. Online Payment Systems;

- Job entry techniques
 - 21. Job searching sites
 - 22. Interview preparation skills
 - 23. 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	<i>Assessment requires evidence that the candidate:</i> 1.1. Operated computer devices as per workplace policies and regulations. 1.2. Solved tasks using the office suite as per workplace policies and regulations. 1.3. Manage data and information as per workplace policies and regulations. 1.4. Performed online communication and collaboration as per workplace policies and regulations. 1.5. Applied cybersecurity skills in accordance with workplace policies and regulations. 1.6. Executed online tasks according to the job requirements. 1.7. Searched for job opportunity based on competencies.
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	1.8.Prepared job requirement documentations based on job opportunity. 1.9.Demonstrated interview skills based on the job opportunity.
2. 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.
3. Methods of assessment	Competency in this unit may be assessed through: 3.1 Observation 3.2 Oral assessment 3.3 Portfolio of evidence 3.4 Interviews 3.5 Third party report 3.6 Written assessment 3.7 Practical assessment 3.8 Projects
4. Context of assessment	Competency may be assessed: 4.1 On the job 4.2 In a simulated work environment.
5. Guidance information for assessment	5.1 Holistic assessment with other units relevant to the industry sector and workplace job role is recommended.

APPLY COMMUNICATION SKILLS

UNIT CODE: BUS/OS/OA/BC/02/6/B

UNIT DESCRIPTION

This unit covers the competencies required to demonstrate communication skills. It involves applying communication channels, written, non-verbal, oral, and group communication skills.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that make up workplace function	These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Apply communication channels	1.1 Specific communication channels are identified and applied based on workplace requirements. 1.2 Challenges are identified and addressed as per the operational standards of the organization. 1.3 Communication channels are evaluated to meet workplace needs.
2. Apply written communication skills	2.1 Types of written communication are identified and applied according to the workplace requirements. 2.2 Written communication needs are identified and implemented according to workplace procedures. 2.3 Written communication guidelines are analyzed, evaluated, and revised based on workplace needs.
3. Apply non-verbal communication skills	3.1 Existing non-verbal communication techniques are identified and applied based on organization policy. 3.2 Non-verbal communication techniques are articulated to enhance inclusivity according to workplace requirements. 3.3 Non-verbal communication techniques are modeled to enhance inclusivity according to workplace requirements.
4. Apply oral communication skills	4.1 Types of oral communication are identified and established as per organization policy. 4.2 Pathways of oral communication are identified and established as per organization policy. 4.3 Pathways of oral communication are reviewed according to organization procedures. 4.4 Pathways of oral communication are maintained according to the organization standards.
5. Apply group communication skills	5.1 Group communication strategies are applied based on the workplace needs. 5.2 Groups are organized in accordance with workplace procedures. 5.3 Effective questioning, listening and non-verbal communication techniques are used as per needs. 5.4 Group communication challenges are identified and addressed according to the workplace needs.

RANGE

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

Variable	Range
1. Communication strategies may include but are not limited to:	• Language switch • Comprehension check • Repetition • Asking confirmation • Paraphrasing • Clarification request • Translation • Restructuring • Generalization
2. Effective group interaction may include but not limited to:	• Identifying and evaluating what is occurring within an interaction in a non-judgmental way. • Using active listening. • Making decision about appropriate words, behavior. • Putting together response which is culturally appropriate. • Expressing an individual perspective. • Expressing own philosophy, ideology and background and exploring impact with relevance to communication
3. Situations may include but are not limited to:	• Establishing rapport • Eliciting facts and information • Facilitating resolution of issues • Developing action plans

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
- Interpretation
- Negotiation
- Writing
- Oral skills
- Creative thinking
- Critical thinking
- Decision making
- Analytical
- Innovation
- Conflict skills
- Leadership
- Problem solving skills

- Management
 - Organizational
 - Teamwork
- Required Knowledge**
- The individual needs to demonstrate knowledge of:
- Communication process
 - Dynamics of groups
 - Styles of group leadership
 - Key elements of communications strategy
 - Principles of effective communication
 - Turn-taking techniques
 - Conflict resolution techniques
 - Work planning
 - Work organization
 - Company policies
 - Company operations and procedure standards
 - Fundamental rights at the workplace
 - Personal hygiene
 - Accountability
 - Workplace problems and how to deal with them

EVIDENCE GUIDE

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

1. Critical aspects of Competency.	Assessment requires evidence that the candidate: 1.1 Identified and applied specific communication channels based on workplace requirements. 1.2 Identified and applied specific written communication correspondence according to the workplace requirements. 1.3 Applied and developed non-verbal strategies to communicate in all areas of the workplace requirements. 1.4 Established pathways of oral communication as per workplace policy. 1.5 Applied group communication strategies based on workplace needs.
2. Resource Implications	The following resources should be provided: 2.1 Access to relevant workplace where assessment can take place. 2.2 Appropriately simulated environment where assessment can take place. 2.3 Resources relevant to the proposed activity or tasks.
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Observation 3.2 Oral assessment

	3.3 Portfolio of evidence 3.4 Interviews 3.5 Third party report 3.6 Written assessment 3.7 Practical assessment 3.8 Projects
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 In a simulated work environment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

APPLY WORK ETHICS AND PRACTICES

UNIT CODE: BUS/OS/OA/BC/03/6/B

UNIT DESCRIPTION

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

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in Range</i>
1. Apply self-management skills	1.1 Personal vision, mission and goals are formulated based on potential and concerning organization objectives and strategic plan 1.2 Self-esteem and a positive self-image are developed and maintained based on value 1.3 Emotional intelligence and stress management are demonstrated as per workplace requirements. 1.4 Assertiveness is developed and maintained based on the requirements of the job. 1.5 Accountability and responsibility for one's actions are demonstrated based on workplace instructions. 1.6 Time management, attendance and punctuality are observed as per the organization’s policy. 1.7 Personal goals are managed as per the organization’s objective 1.8 Self-strengths and weaknesses are identified based on personal objectives 1.9 Motivation, initiative and proactivity are utilized as per the organization policy 1.10 Individual performance is evaluated and monitored according to the agreed targets.
2. Promote ethical work practices and values	2.1 Integrity is demonstrated as per acceptable norms 2.2 Codes of conduct is applied as per the workplace requirements 2.3 Policies and guidelines are observed as per the workplace requirements 2.4 Professionalism is exercised in line with organizational policies

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. <i>Bold and italicized terms are elaborated in Range</i>
3. Promote Team work	3.1 <i>Teams</i> are formed to enhance productivity based on organization's objectives 3.2 Duties are assigned to teams under the organization policy. 3.3 Team activities are managed and coordinated as per set objectives. 3.4 Team performance is evaluated based on set targets as per workplace policy. 3.5 <i>Conflicts</i> are resolved between team members in line with organization policy. 3.6 Gender and diversity-related issues are identified and mainstreamed in accordance with workplace policy. 3.7 Healthy <i>relationships</i> are developed and maintained in line with the workplace. 3.8 Adaptability and flexibility are applied in dealing with team members as per workplace policies
4. Maintain professional and personal development	4.1 <i>Personal growth and development</i> needs are identified and assessed in line with the requirements of the job. 4.2 <i>Training and career opportunities</i> are identified and utilized based on job requirements. 4.3 <i>Resources</i> for training are mobilized and allocated based on organizations and individual skills needs. 4.4 Licenses and certifications relevant to the job and career are obtained and renewed as per policy. 4.5 Recognitions are sought as proof of career advancement in line with professional requirements. 4.6 Work priorities and personal commitments are balanced and managed based on the requirements of the job and personal objectives. 4.7 Dynamism and on-the-job learning are embraced in line with the organization's goals and objectives.
5. Apply Problem solving skills	5.1 <i>Creative, innovative</i> and practical solutions are developed based on the problem 5.2 Independence and initiative in identifying and solving problems are demonstrated based on the requirements of the job. 5.3 Team problems are solved as per the workplace guidelines 5.4 Problem-solving strategies are applied as per the workplace guidelines 5.5 Problems are analyzed and assumptions tested as per the context of data and circumstances
6. Promote Customer Care	6.1 Customers' needs are identified based on their characteristics 6.2 Customer <i>feedback</i> is allowed and facilitated in line with organization policies. 6.3 Customer concerns and complaints are analyzed and resolved

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. <i>Bold and italicized terms are elaborated in Range</i>
	in line with the set organizational culture. 6.4 Proactive customer outreach programs are implemented as per organizational policies 6.5 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
2. Conflicts include but are not limited to:	• Interpersonal Conflict. • Intrapersonal Conflict. • Intergroup Conflict. • Intragroup Conflict.
3. Relationships may include but not limited to:	• Man/Woman • Trainer/trainee • Employee/employer • Client/service provider • Husband/wife • Boy/girl • Parent/child • Sibling relationships
4. Team may include but not limited to:	• Small work group • Staff in a section/department • Inter-agency group • Virtual teams
5. 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
6. Personal objectives may include but not limited to:	• Long term • Short term • Broad • Specific

Variable	Range
7. Trainings and career opportunities may include but not limited to	● Participation in training programs ● Serving as Resource Persons in conferences and workshops ● Capacity building
8. Resource may include may but not limited to:	● Human ● Financial ● Technology
9. Creative and innovative may include but not limited to:	● New ideas ● Original ideas ● Different ideas ● Methods/procedures ● Processes ● New tools
10. Emerging issues may include but not limited to:	● Artificial Intelligence ● Data confidentiality ● National cohesion ● Open offices

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: 1.1 Applied self-management skills as per organizational procedures. 1.2 Promoted ethical practices and values as per organizational procedures. 1.3 Promoted Teamwork as per workplace assignments. 1.4 Maintained professional and personal development as per organizational procedures. 1.5 Applied Problem-solving skills based on work requirements. 1.6 Identified customer needs based on their characteristics. 1.7 Gave back Customer feedback in line with organization policies.
2. Resource Implications	The following resources should be provided: 2.1 Access to relevant workplace where assessment can take place 2.2 Appropriately simulated environment where assessment can take place. 2.3 Resources relevant to the proposed activity or tasks.
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Observation 3.2 Oral questioning 3.3 Written test 3.4 Portfolio of Evidence 3.5 Interview 3.6 Third party report
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job

	4.2 In a simulated work environment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

APPLY ENTREPRENEURIAL SKILLS

UNIT CODE: BUS/OS/OA/BC/04/6/B

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	PERFORMANCE CRITERIA
These describe the key outcomes that make up workplace function.	These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in Range</i>
1. Apply Financial Literacy	1.1 Sources of personal and business funds are identified as per financial procedures and standards 1.2 Personal finances are managed as per financial procedures and standards 1.3 Savings are managed as per financial procedures and standards 1.4 Debts are managed as per financial procedures and standards 1.5 Investments are undertaken as per financial procedures and standards 1.6 Insurance services are procured as per financial procedures and standards
2. Apply entrepreneurial concept	2.1 Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2.2 Types of entrepreneurs are identified as per principles of entrepreneurship 2.3 Ways of becoming an entrepreneur are identified as per principles of Entrepreneurship 2.4 Characteristics of Entrepreneurs are identified as per principles of Entrepreneurship 2.5 Salaried employment and self-employment are distinguished as per principles of entrepreneurship 2.6 Requirements for entry into self-employment are identified according to business procedures and standards 2.7 Roles of an Entrepreneur in an enterprise are determined according to business procedures and standards 2.8 Contributions of entrepreneurship to National development are identified as per business procedures and standards
3. Identify entrepreneurial opportunities	3.1 Business ideas are identified as per business procedures and standards 3.2 Factors to consider when evaluating business opportunity viability are explored based on business procedure and standards

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. <i>Bold and italicized terms are elaborated in Range</i>
	3.3 Entrepreneurial opportunities are evaluated as per business procedures and standards 3.4 Business ideas and opportunities are generated as per business procedures and standards 3.5 Business life cycle is analysed as per business procedures and standards
4. Apply business legal aspects	4.1 <i>Forms of business ownership</i> are identified as per legal procedures and practices 4.2 Business Registration and Licensing processes are identified as per legal procedures and practices 4.3 Types of Contracts and Agreements are analysed as per legal procedures and practices 4.4 Employment Laws are identified as per legal procedures and practices 4.5 Taxation laws are identified as per legal procedures and practices
5. Innovate Business strategies	5.1 Business innovation strategies are determined by the organization standards 5.2 Creativity in business development is demonstrated in accordance with business standards 5.3 <i>Innovative business standards</i> are developed as per business principles 5.4 Linkages with other entrepreneurs are created as per best practice 5.5 ICT is incorporated in business growth and development as per best practice
6. Develop Business Plan	7.1 Business idea is described as per business procedures and standards 7.2 Business description is developed as per business plan format 7.3 Marketing plan is developed as per business plan format 7.4 Organizational/Management plan is prepared in accordance with business plan format 7.5 Production/operation plan is prepared in accordance with business plan format 7.6 Financial plan is prepared in accordance with the business plan format 7.7 Executive summary is prepared in accordance with business plan format 7.8 Business plan is presented as per best practice 7.9 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 may include but not limited to:	• Salary/Wages • Investments • Savings • Inheritance • Government Benefits
2. Sources of business finance may include but not limited to:	• Equity Financing • Debt Financing, • Personal Savings/Investment • Retained Earnings • Grants and Subsidies • Crowdfunding • supplier Credit: • Leasing and Asset Financing:
3. Types of entrepreneurs may include but not limited to:	• Innovators • Imitators • Craft • Opportunistic • Speculators
4. Characteristics of Entrepreneurs may include but not limited to:	• Creative • Innovative • Planner • Risk taker • Networker • Confident • Flexible • Persistent • Patient • Independent • Future oriented • Goal oriented
5. Requirements for entry into self-employment may include but not limited to	• Technical skills • Management skills • Entrepreneurial skills • Resources • Infrastructure
6. Forms of businesses ownership may include but not limited to:	• Sole proprietorship • Partnership

Variable	Range
	• Limited companies • Cooperatives
7. 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: 1.1 Identified Sources of personal and business finance as per financial procedures and standards 1.2 Managed Personal finances as per financial procedures and standards 1.3 Made Investment decisions as per financial procedures and standards 1.4 Generated Business ideas and opportunities based on business procedure and standards 1.5 Analysed business life cycle based on business procedure and standards 1.6 Determined business innovative standards as per business principles 1.7 Developed and presented a business plan as per regulatory framework.
2. Resource Implications	The following resources should be provided: 2.1 Access to relevant workplace where assessment can take place 2.2 Appropriately simulated environment where assessment can take place
3. Methods of Assessment	Competency may be assessed through: 3.1 Written tests 3.2 Oral questions 3.3 Third party report 3.4 Interviews 3.5 Portfolio
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 In a simulated work environment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

COMMON UNITS OF COMPETENCY

DEMONSTRATE SHORTHAND SKILLS

UNIT CODE: BUS/OS/OA/CC/01/5/B

UNIT DESCRIPTION

This unit covers the competencies required to demonstrate shorthand skills. It involves, consolidating shorthand and writing principles, vocabulary extension, taking shorthand dictations, transcribing shorthand notes, developing listening skills, art skills and typing mailable work.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range.</i>
1. Consolidating shorthand and writing principles	1.1 Shorthand principles are familiarised with 1.2 Shorthand symbols are identified 1.3 Word list, sentences, phrases, intersections and short forms are drilled 1.4 Dictation is established 1.5 Speed reading from and own notes is established 1.6 Transcriptions are established
2. Developing vocabulary extension	2.1 Vocabulary from different sources is acquired 2.2 New words, phrases, short forms, intersections and sentences are identified 2.3 New outline is drilled 2.4 Speed reading from own notes is done 2.5 Proofreading is done 2.6 Shorthand notes are transcribed 2.7 Shorthand notes are printed

3. Taking shorthand	3.1 Correct outlines and mailable work is identified 3.2 Transcription techniques are identified 3.3 English and shorthand dictionaries are established 3.4 New words, phrases, short form sentences and intersections are drilled 3.5 Short burst dictation is identified 3.6 Timed dictation and transcription is done 3.7 Transcription notes are proofread
4. Transcribing shorthand notes	4.1 Passages are dictated at varying speeds 4.2 Transcription techniques are explained 4.3 Dictated passages are transcribed based on shorthand principles 4.4 Errors are analysed and explained 4.5 Assignment is given and evaluated
5. Developing listening skills	5.1 Dictation of varied passages is taken 5.2 Passages are read back individually and collectively 5.3 Passages are read back quickly and accurately 5.4 Transcriptions are taken 5.5 Passage is spelt and proofread correctly
6. Developing art Skills	6.1 Varied materials are written in shorthand at a speed of 60-100 WPM 6.2 Transcript Transcriptions are done accurately 6.3 Spelling errors are edited 6.4 Transcriptions are proofread and edited
7. Typing mailable work	7.1 Keyboarding 7.2 Varied materials are typed at speed of over 70 WPM 7.3 Typed documents are edited 7.4 Mailable transcriptions are produced for signature

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. Mailable may include but not limited to:	• Grammar • Punctuation • Spelling

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:

- Listening
- Communication
- Problem solving
- Prioritizing
- Interpersonal
- Writing

Required Knowledge

The individual needs to demonstrate knowledge of:

- Shorthand principles
- Writing principles
- Planning
- Record-keeping
- Office rules, policies and procedures
- Human relations
- Digital literacy
- Spoken and written English

EVIDENCE GUIDE

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

1. Critical aspects of competency	Assessment requires evidence that the individual 1.1 Applied principles of shorthand 1.2 Applied principles of writing 1.3 Applied vocabulary extension 1.4 Transcribed shorthand notes 1.5 Demonstrated listening skills 1.6 Took dictated passages at varied speed of between 60 and
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	100 WPM.
2. Resource implication	The following resources MUST be provided: 2.1 Shorthand notes pads 2.2 Shorthand dictionary 2.3 English dictionary
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Oral questioning 3.3 Observation 3.4 Third party report
4. Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 In-work-placement(attachment) Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ICT SKILLS

UNIT CODE: BUS/OS/OA/CC/O2/6/B

UNIT DESCRIPTION

This unit covers the competencies required to demonstrate ICT skills. It involves introducing modern information and communication technology, introducing computer packages and operating systems, and introducing desktop publishing software and web page software application.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range.</i>
1. Introduce modern information and communication technology	1.1 Impact of ICT in modern working environment is explored 1.2 Computer's main components/functions are listed and shown 1.3 Various technologies used in modern working environment are identified
2. Introduce computer packages	2.1 Microsoft Word is loaded. 2.2 Microsoft Word and basic environment and functions are shown. 2.3 New document is opened in MS Word 2.4 Microsoft word for windows is used 2.5 Documents are printed 2.6 Keyboard techniques are applied 2.7 Use of MS word main features in keyboarding 2.8 Use of tables in MS Word
3. Introduce operating systems	3.1 Concept of software package defined 3.2 Microsoft Office for Windows is used 3.3 Processing computer application is defined 3.4 Typing techniques are acquired 3.5 MS Word <i>command Identified</i>
4. Introduce desktop publishing software	4.1 Differences between word processors and desktop publishing DTP) software are identified 4.2 The impact of using DTP in a modern office is emphasized 4.3 Types of publications are produced 4.4 The principles of standard page layout and text

	properties 4.5 Page size/orientation and margins are set 4.6 Text areas/text frames are created 4.7 Accessibility principles in publications are applied 4.8 Text and images are manipulated to balance page
5. Introduce web page software application	5.1 Advantages of using software to create, link and format 5.2 Methods for developing simple web pages identified 5.3 E-mail hyperlinks are used 5.4 Document management techniques for the chosen software are identified 5.5 Web pages are designed 5.6 Importance of getting copyright permission is emphasized

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. Command may include but not limited to:	• Menu bars • Creating a file and a folder • Use an input device to enter and edit text accurately
2.Methods may include but not limited to:	• Import and paste • Text and image files • Align page items • Use of 3 different font sizes
3 Hyper links may include but not limited to:	• Links • Insert external link • Insert email link • Teat link

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:

- Listening
- Communication

- Problem solving
- Prioritising
- Interpersonal
- Writing
- Computer
- Analytical
- Typing

Required Knowledge

The individual needs to demonstrate knowledge of:

- Typing principles
- Planning
- Record-keeping
- Office rules, policies and procedures,
- Human relations
- Digital literacy
- Numeracy

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 individual: 1.1 Introduced modern information and 1.2 communication technology 1.3 Introduced Computer Packages 1.4 Introduced Operating Systems 1.5 Introduced desktop publishing software 1.6 Introduced web page software application
2.Resource implications	The following resources MUST be provided: 2. 1Personal computer per student 2. 2Keyboarding support material in English 2. 3MS Word for Windows 2. 4Handout support material 2. 5Floppy disks x 2. 6Printers
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Oral questioning 3.3 Observation 3.4 Third party report

4. Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 During Industrial Attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

CORE UNITS OF COMPETENCY

MANAGE FRONT OFFICE OPERATIONS

UNIT CODE: BUS/OS/OA/CR/01/6/B

UNIT DESCRIPTION:

This unit describes the competencies required to manage front office operations. It involves handling organization’s visitors’ enquiries and official appointments, as well as maintaining reception area, visitors’ register, reference materials, internal directory, official diary and entertaining organization’s visitors.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicised terms are elaborated in the Range</i>
1. Handle organization’s visitors	1.1 Organisation visitors are received as per the workplace policy 1.2 Visitors’ needs established as per SOPs 1.3 Visitors are attended to as per organisational policy or visitors needs 1.4 Visitors’ feedback is sought as per SOPs
2. Handle organization’s enquiries	2. 1Visitors’ enquiries received as per work place policy 2. 2Visitors’ enquiries analysed as per SOPs 2. 3Feedback is provided as per work place policy
3. Maintain reception area	3.1 Reception area is laid out as per the SOPs 3.2 Reception area is landscaped (flowers, aquarium, stone carvings, fountain) as per the workplace policy 3.3 Reception area tidiness is maintained as per SOPs 3.4 Reception area cleanliness is maintained as per OSHA 3.5 Reception area ventilation is maintained as per OSHA 3.6 Reception area lighting is maintained as per OSHA 3.7 Reception area signage is maintained as per OSHA

4. Maintain visitors' register	4.1 Visitors' register is created as per work place policy. 4.2 Visitors' register is updated as per work place policy. 4.3 Visitors' register is stored as per work place policy
5. Entertain Organization	5.1 Entertainment needs(entertainment, comfort)are determined as per the workplace policy 5.2 Entertainment requirements (magazines, TVs, newspapers, water) are acquired as per the workplace policy 5.3 Entertainment resources are availed as per the workplace policy 5.4 Entertainment materials are maintained as per the workplace policy
6. Maintain reference materials	6.1 Reference materials (dictionary, Whitaker's almanac, organization chart) are identified as per the workplace policy 6.2 Reference materials are obtained as per the workplace policy 6.3 Reference materials are updated as per the workplace policy 6.4 Reference materials are safeguarded as per the workplace policy
7. Maintain Internal directory	7.1 Internal directory is created as per the workplace policy 7.2 Internal directory is updated as per the workplace policy 7.3 Internal directory is maintained as per the workplace policy 7.4 Internal directory is safeguarded as per the workplace policy
8. Maintain official diary	8.1 Official diary is acquired as per the workplace 8.2 Policy 8.3 Official diary information (time, date, subject, venue) is received as per the workplace policy 8.4 Official diary information is harmonized as per the workplace policy 8.5 Official diary information is analysed as per the workplace policy

	8.6 Official diary information is recorded as per SOPs Recorded diary information approval is sought as per the workplace policy 8.7 Official diary is updated as per the workplace policy Official diary is safeguarded as per the 8.8 workplace policy
9. Handle official appointments	9.1 Appointment need is received as per SOPs 9.2 Appointment need is analysed as per SOPs 9.3 Appointment is confirmed as per the workplace policy 9.4 Appointment feedback is availed as per the confirmation

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. Landscaped may include but not limited to:	- Flowers, - Aquarium - Stone carvings - Fountain
2.Needs may include but not limited to:	- Entertainment - comfort
3 Requirements may include but not limited to:	- Magazines - TV’s - Newspapers - Water
1. Diary information may include but not limited to:	- Time - Date - Subject

2. Signage may include but not limited to:	• Fire Exit • Slippery floor • Direction • No smoking • Washroom
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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
- Communication
- Control
- Customer service
- Decision making
- Flexibility
- ICT skills
- Interpersonal relations
- Leadership
- Listening
- Multitasking
- Negotiation
- Numeracy
- Organizational
- Photocopying
- Planning
- Printing
- Prioritizing
- Problem solving
- Proofreading
- Report writing
- Research
- Scanning
- Scheduling
- Self-motivation
- Shorthand
- Supervisory
- Teamwork
- Telephone etiquette
- Time management
- Typing

- Writing

Required knowledge:

The individual needs to demonstrate knowledge of:

- Business communication
- Cleanliness
- Good grooming
- Customer care
- Customer knowledge
- Customer service
- Digital literacy
- Document processing
- Human relation
- Landscaping
- Organization information e.g. structure, mandate functions, core values, vision, mission
- Office layout
- Public relations
- Record keeping
- Record management
- Reprographic
- Sign language
- Signage
- Sources of information
- Dealing with people with disabilities

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual: 1.1 Received organisation visitors 1.2 Established visitors' need 1.3 Attended to visitors 1.4 Provided feedback 1.5 Maintained the reception area 1.6 Created, updated and maintained visitors' register 1.7 Identified, acquired, availed and maintained entertainment resources 1.8 Identified, obtained and maintained reference materials 1.9 Created, updated and maintained internal directory 1.10 Maintained the official diary 1.11 Received, analysed and confirmed appointments. 1.12 Availed appointment feedback
2. Resource implications for competence assessment	The following resources should be provided: 2.1 A functional office 2.2 A fully equipped simulated operations training office
3. Methods of assessment	Competency may be assessed through: 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.6 Written test
4. Context of assessment	Competency may be assessed: 4. 1On-the-job 4. 2Off-the-job 4. 3Workplace experience
5. Guidance information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

MANAGE OFFICE MAIL

UNIT CODE: BUS/OS/OA/CR/02/6/B

UNIT DESCRIPTION

This unit specifies the competencies required to manage office mail. It includes managing, classifying and filing incoming mail; distributing office mail; receiving, classifying, recording and dispatching outgoing mail.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Manage incoming mail	1.1 Frequency of collecting mails from the postal office is determined as per the organizational requirements. 1.2 Office messenger is identified as per the SOPs. 1.3 Office keys and authority card responsibility is identified as per SOPs. 1.4 Mail box keys are submitted to the messenger as per the SOPs 1.5 Transport means are facilitated as per the workplace policies 1.6 Mail is collected in mail bags as per the workplace polices 1.7 Mail is delivered to the registry/ office as per the SOPs 1.8 Mail handling equipment is identified as per the workplace procedures
2. Classify incoming mail	2.1 Incoming mail is received as per the SOPs 2.2 Office mail is sorted based on the <i>type</i> (confidential, urgent, very urgent) 2.3 Incoming mail is opened as per the SOPs 2.4 Content of the mail is removed as per the SOP 2.5 Incoming mail is recorded based on (date reference number, subject) as per the organization requirements 2.6 Incoming mail is date stamped as per the work place procedures

3. Distribute office mail	3.1 Incoming mail is matched with relevant files and attachment as per the SOPs 3.2 Incoming mail is presented to the in-charge as per the organization structure 3.3 Incoming mail is marked by the in-charge based on the subject as per the organization structure 3.4 Incoming mail is delivered back to the office administrator who acts on them as per the instruction of the in -charge 3.5 Incoming mail is recorded and circulated to relevant offices as per the in-charge instructions
4. File incoming mail	4. 1File for incoming mail is determined based on the subject 4. 2Incoming mail is assigned folio as per the work place procedures 4. 3Incoming mail is punched and filed in relevant files 4. 4Electronic mail is saved in the devices as per the workplace procedures
5. Receive Outgoing Mail	5.1 Out-going mail is collected from respective departments 5.2 Outgoing mail is delivered to the in charge as per organization procedures 5.3 Outgoing mail is signed as per the SOPs
6. Classify outgoing mail	6.1 Outgoing mail is delivered back to the office administrator who acts on them as per the instruction of the in- charge 6.2 Outgoing mail is sorted based on the type 6.3 Outgoing mail is classified based on the <i>method of dispatch</i> (email, post office, hand delivery, courier services)
7. Record outgoing mail	7.1 Outgoing mail recipients are identified 7.2 Outgoing mail recipients' addresses are identified 7.3 Copies of outgoing mail are produced and filed as per the SOPs 7.4 Outgoing mail is recorded as per the SOPs

8. Despatch outgoing mail	8.1.Mail envelopes are addressed based on the recipient 8.2.Outgoing mail is matched with the envelopes as per the working procedures 8.3.Outgoing mail attachments are correctly matched as per the organization policies 8.4.Methods of despatch are determined based on the type 8.5.Outgoing mail is recorded on the delivery book for the recipient to sign (hand delivered mail) 8.6.Postage stamps are determined and affixed as per the destination and weight 8.7.Out-going mail is delivered to the post-office, courier office or respective offices based on the type
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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. Type may include but not limited to:	• Confidential • Urgent • Very urgent
2. Method of dispatch may include but not limited to:	• Email • Hand delivery • Courier services

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:

- Accuracy
- Creativity
- Document management
- Mail handling
- Monitoring
- Multi-tasking
- Negotiation
- Planning
- Prioritizing
- Problem solving
- Time management

Required Knowledge

- The individual needs to demonstrate knowledge of:
- Organization customers
- Geographical location
- Office rules and regulations
- Organization policies and procedures
- Organization structure.
- Postal codes
- Service providers

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidences that the individual demonstrated ability to: 1.1 Assign mail handling duties to the office messengers 1.2 Sort office mails 1.3 Date-stamped incoming mail 1.4 Record incoming and outgoing mail 1.5 Match incoming mail with relevant files and attachments. 1.6 Give folios for incoming mail 1.7 Maintained a register for mail 1.8 Sort outgoing mail. 1.9 Classify outgoing mail 1.10 Identify outgoing mail recipients' addresses 1.11 Identify methods of dispatch 1.12 Determined and affix postage stamps
2. Resource implications for competence assessment:	The following resources should be provided: 2. 1 Office administration policies, guidelines, regulations and strategic plans. 2. 2 Organization policies and procedures 2. 3A fully equipped simulated office 2. 4 Post office directory 2. 5 Service charter
3. Method of assessment	Competency may be assessed through: 3.1 Written or oral questions 3.2 Observation 3.3 Third party report 3.4 Project 3.5 Interview 3.6 Review of portfolios

4. Context for assessment	Competency may be assessed: 4. 1On-the-job 4. 2Off-the-job 4. 3 Combination of both 4. 4 Work environment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

FILE OFFICE DOCUMENTS

UNIT CODE: BUS/OS/OA/CR/03/6/B

UNIT DESCRIPTION:

This unit describes the competencies required to file office documents. It involves indexing office files; receiving, sorting, recording and filing office documents as well as safeguarding office files.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function	These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicised terms are elaborated in the Range</i>
1. Index Office Files	1.1 Office files are obtained as per workplace policy 1.2 Office files are labelled as per SOPs 1.3 Office files are is indexed as per workplace policy 1.4 Office files are is stored as per SOPs
2. Receive Office Documents	2.1 Office documents are received as per SOPs 2.2 Office documents are verified as per SOPs 2.3 Office documents’ receipt is acknowledged as per SOPs
3. Sort Office	3.1 Office filing document <i>classification methods</i> (vertical, digital, horizontal, lateral) and systems are determined as per work place policy 3.2 Office filing documents are classified as per <i>classification system</i> (alphabetical, numerical, geographical, subject, and alpha-numerical)
4. Record Office Documents	4.1 Office document register is identified as per the SOPs 4.2 Office documents are recorded
5. File Office Documents	5.1 <i>Filing equipment</i> (registry office space, cabinets, shelves, computers) is identified as per the work place procedures 5.2 File is identified and matched with the documents 5.3 Documents are filed 5.4 Documents are assigned folio
6. Safeguard Office Files	6.1 Office policies’ manuals on safeguarding office files are familiarized with as per the SOPs 6.2 Office policies’ manuals on safeguarding office files

	are initiated 6.3 Responsibilities are assigned as per the workplace procedures 6.4 Office files are stored in the filing equipment/storage devices 6.5 File movement is monitored as per the SOPs 6.6 Digital file passwords are protected as per the SOPs
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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. Classification Methods may include but not limited to:	• Vertical • Digital • Horizontal • Lateral
2. Classification systems may include but not limited to:	• Alphabetical • Numerical • Geographical • Subject • Alpha-numerical
3. Filing Equipment may include but not limited to:	• Registry office space • Cabinets • Shelves • Computers

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
- Interpersonal relations
- Decision making
- Problem solving
- ICT skills
- Leadership
- Teamwork
- Planning

- Control
- Numeracy
- Filing
- Filing equipment handling
- Analytical
- Document management
- Listening
- Writing
- Organisational

Required Knowledge:

The individual needs to demonstrate knowledge of:

- Digital literacy
- Filing
- Public relations
- Document management
- Customer care
- Filing classification methods
- Filing classification systems

EVIDENCE GUIDE

1. Critical Aspects of Competency	Assessment requires evidence that the individual: 1.1 Labelled and indexed office files 1.2 Safeguarded office files 1.3 Received, verified and acknowledged receipt of office documents 1.4 Identified office filing document classification methods and systems 1.5 Sorted and classified office documents for filing 1.6 Identified/created office document register 1.7 Recorded office documents 1.8 Assigned folio to office documents 1.9 Identified filing equipment
2. Resource Implications for assessment	The following resources should be provided: 2. 1Office administration policies, guidelines, regulations and strategic plans 2. 2 Organization policies and procedures 2. 3A fully equipped registry
3. Method of Assessment	Competency may be assessed through: 3.1 Written or oral questions 3.2 Observation 3.3 Third party report 3.4 Project 3.5 Interview 3.6 Review of portfolios
4. Context for Assessment	Competency may be assessed: 4. 1 On-the-job 4. 2 Off-the-job 4. 3Combination of both 4. 4Simulated work environment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding Information for Assessment	This unit may be assessed on an integrated basis with others within this occupational sector

COORDINATE OFFICIAL MEETINGS

UNIT CODE: BUS/OS/OA/CR/04/6/B

UNIT DESCRIPTION

This unit specifies the competencies required to coordinate official meetings. It includes preparing meeting invitations, the meeting room, and reference materials; providing hospitality services, taking the minutes of the meeting, clearing the meeting room, preparing the minutes and action plan document.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements that specify the required level of performance for each of the elements <i>Bold and italicized terms are elaborated in the Range</i>
1. Prepare meeting invitations	1.1 Meeting notice instruction is received as per workplace practices 1.2 Invitation letters are prepared and signed based on the workplace practices 1.3 Agenda is prepared and sent with the invitation letters as per the SOPs 1.4 <i>Feedback</i> confirmation and apologies) is received as per the workplace procedures
2. Prepare the meeting room	2. 1 Meeting room is identified based on workplace procedures 2. 2 Meeting room cleaning is coordinated as per the workplace procedures 2. 3 Sufficient furniture is provided based on the number of participants 2. 4 Proper lighting and ventilation is provided based on the weather 2. 5 Meeting room is labelled and directions put at strategic positions 2. 6 Meeting instructions and requirements are placed at strategic places in the meeting room
3. Prepare reference materials	3.1 List of participants who have confirmed attendance is prepared based on the invitations 3.2 Minutes of the previous meetings are signed by the chairperson and the secretary for circulation 3.3 Copies of the signed minutes are made ready for

	circulation based on the number of participants as per the organization requirements 3.4 Meeting requirements are requisitioned (notepads „marker pens, LCD projector, I-pads, flip-charts) as per the work place procedures 3.5 Meeting presentation materials (maps, slides, hand-outs) are prepared
4. Provide hospitality services	4.1 Number of the participants is established based on the confirmed participants 4.2 Meeting program is familiarized with based on the meeting notice 4.3 Meeting hospitality budget is prepared based on the menu 4.4 Hospitality service providers are identified, and orders placed as per the workplace procedures. 4.5 Meals and refreshments are served as per the workplace procedures 4.6 Registration is conducted as per workplace procedures 4.7 Participants are ushered in the meeting room as per the workplace procedures
5. Take the minutes of the meeting	5.1 Meeting reference materials are obtained as per the workplace procedures 5.2 Attendance status is recorded based on the participants 5.3 Meeting proceedings are recorded as per the SOPs 5.4 Minutes are recorded in reported speech as per the SOPs 5.5 Resolutions passed are confirmed and individuals to act recorded as per the workplace procedures 5.6 Constant liaising with the chairperson based on the meeting progress 5.7 Reports, notes and reference materials are gathered after the meeting as per the SOPs

6. Clear the meeting room	6.1 Meeting materials are sorted based on the level of confidentiality 6.2 Loose documents are filed as per the workplace guidelines 6.3 Meeting equipment are collected and stored as per the work place procedures. 6.4 Hospitality services, equipment and materials are cleared from the meeting room as per the workplace procedures 6.5 Waste materials are disposed as per the SOPs 6.6 Meeting room is cleaned and locked as per the workplace requirements
7. Prepare the minutes and action plan document	7.1 Meeting notes are reviewed after the meeting as per the SOPs 7.2 Meeting notes are compared with chairperson's notes (where necessary) based on the meeting agenda 7.3 Minutes are typed as per the SOPs 7.4 Minutes are proof- read based on the resolutions and summary of major Events 7.5 Minutes draft is produced and shared with the chairperson for approval 7.6 Corrections are made (where necessary) with the chairperson for signing 7.7 Signed minutes are circulated to members as per the workplace procedures 7.8 Signed minutes copy is filed as per the workplace procedure

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. Feedback may include but not limited to	• Confirmation • Apologies
2. Meeting requirements may include but not limited to:	• Notepads • Pens • Marker pens • LCD projector • I-pads • Flip-charts
3. Presentation materials may include but not limited to:	• Maps • Slides • Hand-outs

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:

- Accuracy
- Active listening
- Communication
- Creativity
- Document editing
- Event coordination
- Monitoring
- Multi-tasking
- Prioritizing
- Problem solving
- Reading
- Shorthand
- Writing
- MS Office
- Inter-personal
- Decision making
- Organising
- Planning

Required Knowledge

The individual needs to demonstrate knowledge of:

- Customer service
- Format of office documents
- Minute writing
- Human relations
- Office rules, regulations, policies and procedures
- Public relations

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidences that the individual demonstrated the ability to: 1.1 Prepare meeting invitations 1.2 Organise meeting room 1.3 Prepare meeting reference materials according to the number of participants 1.4 Requisition meeting requirements 1.5 Provide hospitality services 1.6 Record meeting discussions with resolutions passed. 1.7 Sort meeting documents based on the level of confidentiality 1.8 Collect meeting equipment for safe custody 1.9 Review meeting notes immediately after the meeting 1.10 Review meeting notes immediately after the meeting 1.11 File signed minutes copy 1.12 Circulate the approved minutes
2. Resource Implications for competence assessment	The following resources should be provided: 2. 1 Work plans 2. 2Meeting equipment and materials 2. 3Meeting programmes/schedules 2. 4Board room/meeting room 2. 5Fully equipped simulated meeting room
3. Method of assessment	Competency may be assessed through: 3.1 Written or oral questions 3.2 Observation 3.3 Third party report 3.4 Project 3.5 Interview 3.6 Review of portfolios
4. Context for assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the-job 4.3 Combination of both 4.4 Simulated work environment Off the job assessment must be undertaken in a closely simulated workplace environment.

5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.
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COORDINATE TRAVEL ARRANGMENT

UNIT CODE: BUS/OS/OA/CR/05/6

Unit Description

This unit describes the competencies required to coordinate travel arrangement. It involves obtaining travel clearance, booking travel tickets, requesting travel imprest, obtaining travel documents and handling transport logistics.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Obtain travel clearance	1.1 Travel destination is identified as per the organization procedures/travel requirements 1.2 Travel clearance form is obtained and filled as per public service/ relevant authority policy on travel 1.3 Duly filled in travel clearance obtained as per public service/relevant authority policy on travel 1.4 Travel clearance obtained as per public service/relevant authority policy on travel
2. Book travel tickets	2.1 Approval for purchase of travel ticket is sought as per organization policy 2.2 Follow up on travel ticket is made as per the travel requirement 2.3 Travel ticket is obtained as per organization policy
3. Request travel Imprest	3.1 Approval for imprest processing is sought as per organization policy and

	standard operating procedures 3.2 Follow up on the travel impress (subsistence expenditure) is made as per the workplace policies\ 3.3 Impress is obtained as per the organization policy 3.4 Account and surrender for the impress is done as per the workplace policy
4. Obtain travel documents	4.1 Immunization report obtained as per legal Requirement 4.2 Passport validity is verified as per the legal requirement 4.3 Visa applied for as per the SOPs 4.4 Work tickets obtained as per the workplace procedures 4.5 Authority letter obtained as per the workplace procedures
5. Handle transport logistics	5.1 Travel destination is established as per travel details 5.2 Mode of transport is selected as per the organization policy on travel 5.3 Travel documents are obtained as per mode of transport
6. Prepare carry-on	6.1 Itinerary prepared as per the workplace policy 6.2 Destination weather conditions information established 6.3 Appropriate clothing identified as per the destination weather conditions 6.4 Currency change done as per the exchange rate 6.5 Meeting documents assembled as per SOPs
7. Book officers' accommodation	7.1 Enquiries made as per the organization policies Appropriate accommodation facilities identified as per the organization policies 7.2 Reservations made as per the organization policies 7.3 Details of the reservation provided to the executive as per the organization

	policies
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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. Immunization report may include but not limited to:	• Yellow fever • Ebola • Hepatitis A & B • Bird flu
2. Travel documents may include but not limited to:	• Visa • Passport • Ticket • Immunization report • Invitation letters

REQUIRED SKILLS AND KNOWLEDGE

Required Skills:

- Analytical
- Communication
- Control
- Decision making

- ICT skills
- Interpersonal relations
- Leadership
- Multi-tasking
- Negotiation
- Numeracy
- Organizational
- Planning
- Problem solving
- Time management
- Writing

Required knowledge:

- Business communication
- Current affairs
- Digital literacy
- Legal requirements
- Organization policy and procedures
- Public relations

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual: 1.1 Identified travel destination 1.2 Identified the mode of transport 1.3 Obtained and filled in the travel clearance form 1.4 Submitted the duly filled in travel clearance form 1.5 Obtained travel clearance 1.6 Sought approval for purchase of travel ticket 1.7 Obtained the travel ticket 1.8 Obtained the imprest 1.9 Obtained immunization report 1.10 Verified passport validity 1.11 Obtained travel documents
2. Resource implications	2. 1A functional operations office 2. 2Work plans 2. 3Travel schedules 2. 4Computer 2. 5Internet connectivity

3. Methods of assessment	Competency may be assessed through: 3.1 Oral questioning 3.2 Third party report 3.3 Written test 3.4 Interview 3.5 Portfolio of evidence
4. Context of assessment	Competency may be assessed individually: 4.1 On-the-job 4.2 Off-the-job 4.3 Workplace experience
5. Guiding information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

MANAGE PETTY CASH

UNIT CODE: BUS/OS/OA/CR/06/6/B

UNIT DESCRIPTION:

This unit specifies the competencies required to manage petty cash. It includes budgeting office petty cash, requesting petty cash approval, coordinating office purchases, accounting for office petty cash and preparing petty cash reimbursement.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function	These are assessable statements that specify the required level of performance for each of the elements (<i>Bold and italicized terms are elaborated in the Range</i>)
1. Budget office petty cash	1.1 Office petty expenses are identified in line with the workplace activities 1.2 Office petty expenses estimates are determined based on the market prices 1.3 Budget draft is prepared and attached to the request memo for approval as per the workplace requirements
2. Request petty cash approval	2.1 Budget draft is submitted to the accounts department 2.2 Budget draft is approved based on the availability of resources 2.3 Budget draft amendments are done based on the accounts recommendations 2.4 Petty cash fund’s custodian is identified and any change in the custodian reported
3. Coordinate office and information	3.1 <i>Written requests</i> are received 3.2 Written requests are approved/disapproved based on the organization procedures 3.3 Office purchases are done based on the requests 3.4 Receipts are obtained based on the purchases
4. Account for office petty cash	4.1 Petty cash receipts are gathered based on the purchases 4.2 Petty cash receipts are signed by the custodian as per the workplace procedures 4.3 Reconciliation is done based on the expenditure risks 4.4 Shortages are noted based on the reconciliation 4.5 Surrender of the petty cash is done as per the workplace procedures

5. Prepare petty cash reimbursement	5.1 Expenditure schedule is prepared based on the receipts 5.2 Expenditure schedule and the receipts are submitted to accounts office 5.3 Petty cash reimbursement request is done based on the expenditure 5.4 Petty cash funds are disbursed based on the request
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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. Written requests may include but not limited to:	• Date • Items • Amount • Signature

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the individual ability to: 1.1 Budget for office petty cash 1.2 Request for petty cash approval 1.3 Coordinate office purchases 1.4 Account for office petty cash 1.5 Prepare petty cash reimbursement
2. Resource implications	The following resources should be provided: 2.1 A functional office 2.2 A fully equipped simulated operations training office
3. Methods of assessment	Competency may be assessed through: 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.6 Written test
4. Context of assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the-job 4.3 During Industrial Attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE OFFICE SECURITY

UNIT CODE: BUS/OS/OA/CR/07/6/B

UNIT DESCRIPTION

This unit describes the competencies required to manage office security. It involves safeguarding office records, office equipment, and office information, maintaining confidentiality and integrity of data and information, controlling office access and reporting security incidences.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements that specify the required level of performance for each of the elements <i>Bold and italicized terms are elaborated in the Range.</i>
1. Safeguard office records	1.1 Office records are identified as per the 1.2 workplace policy 1.3 Office records are stored as per the workplace policy 1.4 Access to office records is controlled as per the workplace policy
2. Safeguard office data and information	2.1 Office information is received as per the workplace policy 2.2 Office information is classified as per the workplace policy 2.3 Access to information is controlled as per the workplace policy 2.4 Office information is stored as per the workplace policy 2.5 Confidentiality of data and information is maintained 2.6 Integrity of data and information is maintained 2.7 Disposal of confidential documents is done as per the SOPs
3. Maintain confidentiality and integrity of data and information	3.1 Data and information integrity 3.2 Data and information confidentiality 3.3 Ethical issues on confidentiality and integrity 3.4 of data and information 3.5 Office data and information storage
4. Control office access	4.1 Office access risks are identified as per the workplace policy 4.2 Office access risks are analysed as per the workplace policy 4.3 Office access control measures are identified as

	per security risk policy 4.4 Office access control measures are implemented as per the workplace policy
5. Report security incidences	5.1 Security incidences are recorded as per the workplace policy 5.2 Security register is maintained as per the workplace procedures 5.3 Security incidences are analyzed as per the workplace policy 5.4 Security incidences are reported as per the workplace policy 5.5 Reported security incidences are followed up as per the workplace policy

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. Office records may include but not limited to:	• Files • Registers • Reference materials

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
- Communication
- Control
- Decision-making
- Document management
- Filing
- ICT
- Interpersonal relationships
- Leadership
- Numeracy
- Office equipment handling

- Organization
- Planning
- Problem solving
- Report writing
- Risk assessment
- Supervisory

Required Knowledge

- Methods of safeguarding records
- Digital literacy
- Office equipment handling
- Fire drills
- Office layout
- Health and safety
- Office etiquette
- Methods of access control
- Public relation
- Office protocol
- Office security

EVIDENCE GUIDE

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

1. Critical aspects of competency	1.1 Assessment requires evidence that the individual: 1.2 Identified and stored office records 1.3 Controlled access to office records 1.4 Established office equipment inventory 1.5 Aailed office equipment manuals 1.6 Controlled access to office equipment 1.7 Maintained office equipment 1.8 Covered office equipment 1.9 Controlled power supply 1.10 Classified office data and information 1.11 Stored office data and information 1.12 Identified and analysed office security risks 1.13 Identified and implemented office access control Measures 1.14 Recorded, assessed and reported security incidences 1.15 Followed up on reported security incidences
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2. Resource implications for competence assessment	The following resources should be provided: 2.1 A functional office 2.2 A fully equipped simulated operations training office
3. Methods of assessment	Competency in this unit must be assessed through: 3.1 Written tests 3.2 Observation 3.3 Oral tests 3.4 Third party report
4. Context of assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the-job 4.3 During Industrial Attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE TELEPHONECALLS

UNIT CODE: BUS/OS/OA/CR/08/6/B

UNIT DESCRIPTION

This unit covers competencies required to manage telephone calls. It involves managing incoming calls, recording telephone messages, making telephone calls, maintaining telephone equipment and calls register.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function	These are assessable statements that specify the required level of performance for each of the elements. (Bold and italicized terms are elaborated in the Range).
1. Manage incoming calls	1.1 Telephone calls equipment (handset, switchboard, wireless, landline, radiocall) are identified as per the workplace requirements 1.2 Writing materials are established as per the workplace procedure 1.3 Incoming call is answered as per the office policy 1.4 Incoming call is assessed and acted upon as per the subject 1.5 Incoming calls are controlled as per the workplace policy
2. Record telephone messages	2.1 Call register is established as per the workplace procedure 2.2 Caller’s name and the organization are identified as per details 2.3 Call subject is established as per the organization practices 2.4 Call options (call back, call later, or leave a message) are availed as per the officer’s availability 2.5 Caller details are confirmed as per the workplace policy
3. Make telephone calls	3.1 Telephone calls equipment are identified as per the workplace requirements 3.2 Writing materials are established based on the workplace procedures 3.3 Call is made as per the workplace policy

4. Maintain telephone equipment	4.1 Telephone equipment manuals are availed as per user needs 4.2 Telephone equipment malfunction is identified based on the performance 4.3 Telephone equipment positioning is done in line with the manufacturers’ guidelines 4.4 Telephone equipment are cleaned as per cleaning methods and manufacturers specifications 4.5 Malfunctioning is reported as per the workplace procedures
5. Maintain calls register	5.1 Caller register is established as per the workplace procedures 5.2 Caller details (name, time, date, reference number, department, subject, phone number, message) are recorded as per the workplace procedures 5.3 Action on the caller’s subject is recorded as per the workplace procedures 5.4 Time spent on the handling caller’s subject is recorded as per the workplace procedures 5.5 Confidentiality of the information in the call register is maintained as per SOPs 5.6 Accessibility of the register to the users is established as per the workplace procedures 5.7 Monitor, review and report is done as per the workplace procedures

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. Telephone calls equipment may include but not limited to:	• Handset • Switchboard • Wireless • Landline • Radio Call
2. Call options may include but not limited to:	• Call back • Call later • Leave a message
3. Caller details may	• Name

include but not limited to:	• Time • Date • Reference number • Department • Subject • Phone number • Message
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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
- Prioritizing
- Problem solving
- Planning
- Organizing
- Listening
- Interpersonal
- Shorthand
- Writing
- Telephone etiquette
- Multitasking

Required Knowledge

The individual needs to demonstrate knowledge of:

- Office rule, policies, procedures and regulations
- Customer service
- Public relations
- Human relations
- Telephone handling

EVIDENCE GUIDE

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

1. Critical aspects of competency	Assessment requires evidence that the individual: 1.1 Identified telephone calls equipment 1.2 writing materials 1.3 Managed incoming calls 1.4 Established a call register 1.5 Recorded details of the caller 1.6 Maintained telephone equipment 1.7 Maintained call register 1.8 Recorded call messages in the register 1.9 Followed up on the feedback
2. Resource implications for competence assessment	The following resources should be provided: 2.1 A functional office 2.2 A fully equipped simulated operations training office Materials relevant to the proposed activity or tasks
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Interview 3.3 Oral questioning 3.4 Observation 3.5 Third party report
4. Context of assessment	Competency may be assessed: 4. 1 On-the-job 4. 2 Off-the-job 4. 3During Industrial Attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

PROCESS OFFICE DOCUMENTS

UNIT CODE: BUS/OS/OA/CR/09/6/B

UNIT DESCRIPTION

This unit covers the competencies required to process office documents. It involves interpreting office instructions, typesetting office documents, preparing office reports, conducting reprographic services and generating office forms.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements that specify the required level of performance for each of the elements <i>Bold and italicized terms are elaborated in the Range.</i>
1. Interpret office instructions	1.1 Office instructions are received as per SOPs 1.2 Office instructions are recorded as per SOPs 1.3 Office instructions are interpreted as per instruction guidelines
2. Process office documents	2.1 <i>Office document</i> (reports, memos, letters, forms, tabulations, publications) is typed as per SOPs 2.2 Office document is proof-read as per SOPs 2.3 Office document formatted as per the workplace policy. 2.4 Office document produced as per the workplace policy. 2.5 Office document stored as per the workplace policy.
3. Conduct reprographic services	3.1 Documents to be reproduced are received as per the SOPs 3.2 Number of copies to be reproduced is determined as per production requirements 3.3 <i>Reproduction method</i> (photocopying, printing, scanning) is determined as per the workplace policy 3.4 Documents are reproduced as per the instruction 3.5 Produced documents are recorded and stored/distributed as per the SOPS

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. Office documents may include but not limited to:	• Reports • Memos • Letter • Forms • Tabulations • Publications
2. Reproduction may include but not limited to:	• Photocopying • Printing • Scanning

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:

- Shorthand
- Listening
- Writing
- Telephone etiquette
- Interpersonal relations
- Organizing
- planning
- Interpreting
- Binding skills
- Photocopying
- Scanning
- Typesetting

Required Knowledge

- Digital literacy
- Reprographic
- Business communication
- Public relations
- Document Processing

EVIDENCE GUIDE

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

1. Critical aspects of competency	Assessment requires evidence that the individual: 1.1 Received, recorded and interpreted office instructions 1.2 Proof-read office documents 1.3 Formatted office documents 1.4 Produced office documents 1.5 Stored office documents 1.6 Received documents to be reproduced 1.7 Determined number of copies to reproduce 1.8 Determined reproduction method 1.9 Reproduced documents 1.10 Recorded produced documents
2. Resource Implication	The following resources Must be provided 2.1 Afunctional office 2.2 Fully equipped simulated operations training office
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Interview 3.3 Oral questioning 3.4 Observation 3.5 Third party report
4. Context of assessment	Competency may be assessed: 4. 1 On-the-job 4. 2 Off-the-job 4. 3During Industrial Attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

PERFORM OFFICE ADMINISTRATIVE DUTIES

UNIT CODE: BUS/OS/OA/CR/10/6/B

Unit Description

This unit covers the competencies required to perform office administrative duties. It involves controlling office supply and stationery, supervising administrative services, performing delegated duties, mentoring and coaching administrative services personnel.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements that specify the required level of performance for each of the elements <i>(Bold and italicized terms are elaborated in the Range)</i>
1. Control office supply and machinery	1.1 Office supply and stationery consumption needs are established based on the organization activities 1.2 Procurement department is advised on the quality of the office supply and stationery 1.3 Office supply and stationery are stored as per the 1.4 workplace policies 1.5 Office supply and stationery issuing is done against a signed requisition 1.6 Office supply and stationery consumption is controlled as per the SOPs 1.7 Sustainability of office supplies is reinforced as per the SOPs
2. Supervise administrative	2.1 Administrative services are identified as per the organization activities 2.2 Administrative services tools and equipment are established as per SOPs 2.3 Duties are assigned to administrative staff as per job description 2.4 Administrative staff is appraised as per Staff Performance Appraisal System (SPAS) 2.5 Performance appraisal report is prepared as per SOPs 2.6 Rewards and sanctions recommendation letter, certificate, trophy, recognition letter, promotion, warning letter demotion suspension) administered as per performance appraisal report. 2.7 Follow-up is made as per organizational

	policy
3. Preform delegated duties	3.1 Current work-load and skills of the delegate are identified as per the organization activities 3.2 Delegated duties are defined as per organization structure 3.3 Expected results are stated as per performance standards. 3.4 Delegated duty tools are availed to the delegate as per SOPs 3.5 Commensurate responsibility and authority is given to the delegatee as per organizational policy. 3.6 Motivation incentives are established as per the workplace policy
4. Mentor administrative services	4. 1Administrative services personnel for mentoring are identified 4. 2 Administrative services personnel mentor program is developed as per the organization procedures 4. 3 Flexibility of administrative services personnel mentor program is built based on the SOPs 4. 4 Unsurpassed practices are incorporated in the administrative services personnel mentor program as per work place procedure 4. 5 Benchmarking on the best practices in mentoring is done per work place policy 4. 6 Monitoring and evaluation is carried out as per workplace policy 4. 7 Mentoring report is prepared as per mentorship program
5. Coach administrative services personnel	5.1 Mutual trust is created with the administrative services the administrative services personnel as per the organization procedures 5.2 Key performance indicators are identified and new targets set based on the expected outcome 5.3 Alternatives for achieving the targets are explored and opportunities for improvement set 5.4 Commitment to change is secured from administrative services personnel as per the organization practices 5.5 Coaching program is implemented as per the SOPs. 5.6 Administrative services personnel

	performance is evaluated as per the set targets 5.7 Report is prepared and feedback provided to the administrative services personnel based on their performance
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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. Motivation incentives may include but not limited to:	- Monetary - Non-monetary
2. Administrative services personnel may include but not limited to	- Cleaners - Receptionist - Drivers - Messengers - Clerks
3. Rewards and sanctions may include but not limited to:	- Recommendation letter - Certificate - Trophy - Recognition Letter - Promotion - Warning letter - Demotion - Suspension

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
- Problem solving
- Stationery management
- Monitoring
- Prioritising
- Listening
- Leadership
- Mentoring
- Coaching

Required knowledge

The individual needs to demonstrate knowledge of:

- Planning
- Record-keeping
- Organizational
- Public relations
- Office rules, policies and procedures
- Principles of office management and supervision
- Delegation
- Human relations
- Elements of law
- Commercial knowledge
- Statistics
- Economics
- Basic accounting
- Digital 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 individual: 1.1 Identified administrative services duties and personnel 1.2 Identified administrative services tools and equipment 1.3 Identified current work- load and skills of the delegate 1.4 Performed delegated duties 1.5 Assigned duties and stated expected results to administrative staff 1.6 Gave commensurate responsibility and authority 1.7 Appraised administrative staff and prepared appraisal report 1.8 Established motivation incentives 1.9 Identified administrative services personnel for mentoring 1.10 Developed administrative services personnel mentor program 1.11 Carried out monitoring and evaluation 1.12 Prepared reports
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2. Resource Implication	The following resources Must be provided 2.1 A functional office 2.2 Fully equipped simulated operations training office
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Interview 3.3 Oral questioning 3.4 Observation 3.5 Third party report
4. Context of assessment	Competency may be assessed: 4. 4 On-the-job 4. 5 Off-the-job 4. 6During Industrial Attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended