

REPUBLIC OF KENYA

NATIONAL OCCUPATIONAL STANDARDS

FOR

SUPPLY CHAIN MANAGEMENT OFFICER

KNQF LEVEL: 6

ISCED OS CODE:0413 554B



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 of Kenya's development blueprint 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 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 programmes.

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 these Occupational Standards were developed for the purpose of developing a competency-based curriculum for Supply Chain Manager Level 6. These Occupational Standards will also be the basis for assessment of an individual for competence certification.

It is my conviction that this Occupational Standards will play a great role towards development of competent human resource for the Business Sector's growth and development.

**PRINCIPAL SECRETARY
STATE DEPARTMENT FOR TVET
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 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 a shift to CBET to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labor force.

TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Supply Chain Sector Skills Advisory Committee (SSAC) have developed these occupational standards for Supply Chain Manager 6. These 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, Supply Chain SSAC, expert workers and all those who participated in the development of this Occupational Standards.

CHAIRMAN
TVET CDACC

ACKNOWLEDGMENT

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

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

I am convinced that these occupational standards will go a long way in ensuring that workers in Supply Chain Sector acquire competencies that will enable them to perform their work more efficiently.

CHAIRPERSON

SUPPLY CHAIN SECTOR SKILLS ADVISORY COMMITTEE

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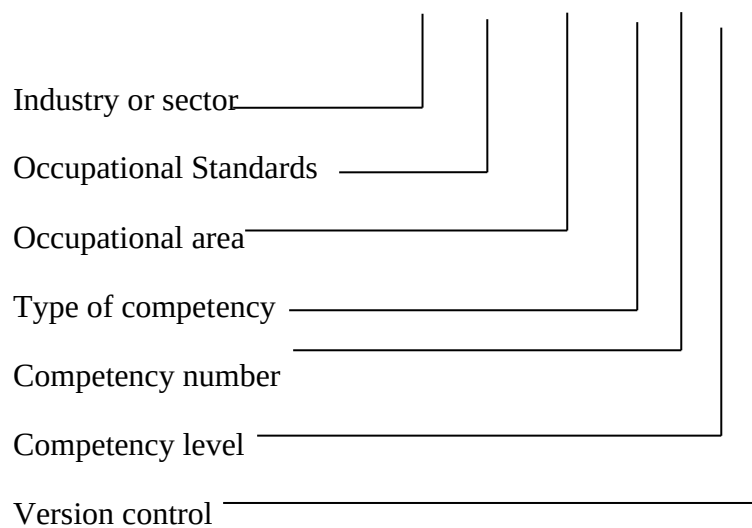
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ABBREVIATIONS AND ACRONYMS

CDACC	Curriculum Development Assessment and Certification Council
CU	Curriculum
BC	Basic Competency
CC	Core Competency
CO	Common Units
KCSE	Kenya Certificate of Secondary Education
KNQA	Kenya National Qualifications Authority
OSHA	Occupation Safety and Health Act
PPE	Personal Protective Equipment
SSAC	Sector Skills Advisory Committee
TVET	Technical and Vocational Education and Training
FIFO	First in First Out
LIFO	Last in First Out
LSO	Local Service order
LPO	Local Purchase order

KEY TO ISCED UNIT CODE

BUS/OS/SCM/CR/01/6 / B



OVERVIEW

Supply Chain Management Level 6 qualification consists of competencies that an individual must possess to offer supply chain management services. It involves procuring organizations' goods and services, overseeing warehousing of procured goods, overseeing distribution of stored goods, managing supply chain operations, managing procurement contracts and disposing organizational assets.

Units of competency comprising Supply Chain Management Level 6 qualification include the following basic and core units:

BASIC UNITS OF COMPETENCY

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

CORE UNITS OF COMPETENCY

Unit Code	Unit Title
BUS/OS/SC/CR/01/6 / B	Procure Organizations' Goods and Services
BUS/OS/SC/CR/02/6 / B	Oversee Warehousing of Procured Goods
BUS/OS/SC/CR/03/6 / B	Oversee Distribution of Stored Goods
BUS/OS/SC/CR/04/6 / B	Manage Supply Chain Operations
BUS/OS/SC/CR/05/6 / B	Manage Procurement Contracts
BUS/OS/SC/CR/06/6 / B	Dispose Organizational Assets

BASIC UNITS OF COMPETENCY

APPLY DIGITAL LITERACY

UNIT CODE: CON/OS/ST/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.

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>
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 workplace tasks as per job requirements.
3. Manage data and information	3.1 Office internet services are identified and applied in accordance with office procedures. 3.2 Internet access applications 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 Online collaboration tools are applied in accordance with workplace policies and regulatory requirements.
5. Apply cybersecurity skills	5.1 Data protection and privacy is classified in accordance with workplace policies and regulatory requirements.

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>
	5.2 Internet security threats 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 Cybersecurity control measures are applied in accordance with workplace policies and regulatory requirements.
6. Perform online jobs	6.1 Online job platforms 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 Job opportunities 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 Certificates and testimonials are organized as per resume.

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>
	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.

Variable	Range
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 ● 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

Variable	Range
	• 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

Variable	Range
	• Social networks
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

Variable	Range
	• 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;
 - Functions and concepts of word processing;
 - Documents and tables creation and manipulations;
 - Document editing;
 - Document formatting;
 - Word processing utilities
- Spreadsheets;
 - Meaning, types and importance of spreadsheets;
 - Components of spreadsheets;
 - Functions, formulae, and charts, uses and layout;
 - Data formulation, manipulation and application to cells;
 - Editing & formatting spreadsheets;
- Presentation Packages;
 - Types of presentation Packages.
 - Creating, formulating, running, editing, printing and presenting slides and handouts
- Networking and Internet;
 - Internet connectivity.
 - Browser and digital content management;
 - Managing data, information, and digital content
 - Electronic mail and World Wide Web
- Fundamentals of Online Working;
 - Online Profile Management;
 - e-Portfolio Management;
 - Online Jobs Bidding;
 - Online Payment Systems;
- Job entry techniques
 - Job searching sites
 - Interview preparation skills
 - Interview handling

Required skills

The individual needs to demonstrate the following skills:

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

EVIDENCE GUIDE

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

1. Critical aspects of competency	<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. 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: CON/OS/ST/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 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 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.

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 the Range</i>
	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.

Variable	Range
	• 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: a. Observation

	b. Oral assessment c. Portfolio of evidence d. Interviews e. Third party report f. Written assessment g. Practical assessment h. 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: CON/OS/ST/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

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>
	1.10 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
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.

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>
	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 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

Variable	Range
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: CON/OS/ST/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 <i>Types of entrepreneurs</i> are identified as per principles of entrepreneurship 2.3 Ways of becoming an entrepreneur are identified as per principles of Entrepreneurship 2.4 <i>Characteristics of Entrepreneurs</i> are identified as per principles of Entrepreneurship 2.5 Salaried employment and self-employment are distinguished as per principles of entrepreneurship 2.6 <i>Requirements for entry into self-employment</i> are identified according to business procedures and standards

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>
	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 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 Forms of business ownership 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 Innovative business standards 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

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>
6. Develop Business Plan	6.1 Business idea is described as per business procedures and standards 6.2 Business description is developed as per business plan format 6.3 Marketing plan is developed as per business plan format 6.4 Organizational/Management plan is prepared in accordance with business plan format 6.5 Production/operation plan is prepared in accordance with business plan format 6.6 Financial plan is prepared in accordance with the business plan format 6.7 Executive summary is prepared in accordance with business plan format 6.8 Business plan is presented as per best practice 6.9 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

Variable	Range
	• 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 • 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.

CORE UNITS OF COMPETENCY

PROCURE ORGANIZATIONS' GOODS AND SERVICES
UNIT CODE: BUS/OS/SC/CR/01/6/B

UNIT DESCRIPTION

This unit specifies the competencies required to procure organizations' goods and services. It involves planning for procurement of organizations' goods, works and services, procuring organizations' goods, works and services, taking charge of procured goods and issuing procured goods.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements, which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Plan for procurement of organizations' goods, works and services	1.1 Availability of funds is established based of the organizations' budget. 1.2 <i>Requirements of the organization</i> are established based on organizations' work plan. 1.3 <i>Procurement plan</i> is prepared based on requirements of the organization. 1.4 Procurement plan is approved as per organizations policy and available funds.
2. Procure organizations' goods, works and services	2.1 Prequalification of suppliers is developed as per standard operating procedures. 2.2 <i>Specifications</i> are developed based on organization policy and laid down regulations. 2.3 Market price survey is conducted as per standards operating procedures 2.4 Procurement <i>bids</i> are invited based on requirements of the organization. 2.5 Procurement bids are subjected to various levels of evaluation based on the specifications as per standard operating procedures. 2.6 Procurement bids are awarded to the most responsive bidder based on evaluation report and negotiations

	2.7 Procurement contracts are developed between the organization and the awarded bidder-based agreement as per standard operating procedures. 2.8 Procurement contract is signed as per standard operating procedures. 2.9 The contract is managed by both parties as per contract agreement
3. Take charge of procured goods	3.1 Procured supplies are inspected and accepted or rejected based on specifications as per SOPs. 3.2 Delivery documents are verified and forwarded for payment as per standard operating procedures. 3.3 Goods are received based on delivery documents as per standard operating procedures. 3.4 Procured goods are recorded in respective ledgers cards as per standard operating procedures. 3.5 Goods are stored based on their respective storage conditions or dispatched to the user departments as per standard operating procedures 3.6 Payment is followed up as per the organizations policy.
4. Issue procured goods	4.1 Approved requisitions for goods are received and verified as per workplace policy. 4.2 Issued goods are systematically recorded as per workplace policy. 4.3 Issued goods are signed for as per 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.

Variables	Range
1. Requirements of the organization	• Infrastructure • Computers • Furniture • MROs

2. Procurement plan	• Departmental plan • procurement consolidated plan
3. Specifications	• Quantity • Quality • Dimensions • Service levels • TORs and brand
4. Bids	• RFQ -Request for quotations • Tender • RFP – request for proposals • Expression of interests
5. Levels of Evaluation	• Qualification • Technical • Financial
6. Negotiations	• On terms and conditions
7. Delivery documents	• Delivery notes • Goods receipt • Invoice • Duplicated LSO or LPO

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:

- Organizing skills
- Analytical skills
- Negotiation skills
- Interpersonal skills
- Communication skills
- Evaluation skills
- Problem solving
- Critical thinking

Required Knowledge

The individual needs to demonstrate knowledge of:

- Development of procurement plan

- Evaluation of vendors
- Preparation of contracts
- Goods inspection
- Receiving of goods
- Taking-charge of goods
- Handling of goods
- Handling delivery documents
- E-Procurement

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 Established availability of funds. 1.2 Established requirements of the organization 1.3 Prepared procurement plan 1.4 Developed a list prequalification of suppliers 1.5 Developed specifications item to be procured 1.6 Conducted market price survey 1.7 Invited procurement bids 1.8 Evaluated procurement bids 1.9 Awarded Procurement bids to the most responsive bidder 1.10 Developed Procurement contracts 1.11 Inspected and accepted/rejected procured supplies 1.12 Verified and forwarded delivery documents 1.13 Received procured goods appropriately 1.14 Recorded Procured goods accurately 1.15 Stored procured goods under recommended conditions 1.16 Dispatched goods to user departments appropriately 1.17 Followed-up vendors payment 1.18 Received and verified approved requisitions for goods 1.18 Systematically recorded the issuing of goods 1.19 Facilitated signing for goods issued
2. Resource Implications	The following resources must be provided 2.1 A functional procurement unit 2.2 A functional procurement entity with a warehouse

Methods of Assessment	Competency may be assessed through: 1.1 Written tests 1.2 Third party reports 1.3 Oral questioning 1.4 Interview 1.5 Observation
4. Context of Assessment	Assessment could be conducted: 4.1 On-the-job 4.2 Off-the-job 4.3 During industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

OVERSEE DISTRIBUTION OF STORED GOODS

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

UNIT DESCRIPTION

This unit specifies the competencies required to distribute goods to customers. It involves establishing goods distribution channels, organizing goods distribution logistics, tracking movement of goods and overseeing delivery of goods to customers

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. Establish goods distribution channels	1.1 Prospective customers are identified by location as per workplace policy. 1.2 A map of customers based on their location is drawn as per standard operating procedures. 1.3 Most efficient distribution routes are established based on principles of cost minimization.
2. Organize goods distribution logistics	2.1 Goods to be transported are categorized based on their nature, recommended conditions of transport and safety requirements. 2.2 <i>Modes of transport</i> are identified based on organizations' resources, quantity of goods, values of goods, nature of goods and cost effectiveness as per workplace policy. 2.3 Means of transport for various goods are assigned based on suitability and nature of goods to be distributed. 2.4 <i>Transport fleet</i> are assigned different routes within the distribution channel as per workplace policy. 2.5 Movement of transport fleet is <i>authorized</i> as per workplace policy.
3. Track movement of goods	3.1 Transport fleet is fitted with motor <i>vehicles tracking system</i> as per workplace policy. 3.2 Transport fleet tracking systems are monitored regularly as per workplace policy. 3.3 Predetermined transport channels are adhered to as per workplace policy.

4. Oversee delivery of goods to customers	4.1 Distribution staff is supervised as per workplace policy. 4.2 Goods are delivered to customers based on clients' terms and conditions of delivery. 4.3 Delivery notes are endorsed by the recipient as per workplace policy. 4.4 Endorsed delivery notes are surrendered as per workplace policy
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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.

Range	Variables
1. Modes of Transport	• Rail • Road • Air • Water • Carts • Pipeline • Inter-modal • Milk runs • 2 and 3 legged vehicles
2. Transport Fleet	• Trucks • Pick-ups • Cargo planes • Tractors
3. Authorized	• Work ticket • Authority letter • Detail orders
4. Vehicles Tracking System	• Radios • Geographical Positioning System • Cellular Tracking • Satellite Tracking Systems • Wireless System

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:

- Organizing skills
- Analytical skills
- Negotiation skills
- Interpersonal skills
- Communication skills
- Evaluation skills
- Problem solving
- Critical thinking
- Risk management and assessment

Required Knowledge

The individual needs to demonstrate knowledge of:

- Tracking systems,
- Fleet management
- Distribution channels
- Distribution documents
- Staff supervision
- Types of goods
- Prospecting for customers
- Risk assessment and management

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 Prospective customers appropriately 1.2 Demonstrated knowledge of customers' location 1.3 Established distribution routes efficiently 1.4 Categorized Goods to be transported appropriately 1.5 Identified modes of transport efficiently 1.6 Assigned suitable means of transport for various goods. 1.7 Assigned Transport fleet for different routes appropriately. 1.8 Authorized movement of transport fleet appropriately. 1.9 facilitated fitting of tracking system into transport fleet 1.10 Regularly monitored transport fleet tracking systems 1.11Adhered to predetermined transport channels 1.12Supervised distribution staff appropriately 1.13Delivered goods to customers efficiently 1.14Ensured endorsement of delivery notes 1.15Ensured surrender of endorsed delivery notes
2. Resource implications	The following resources must be provided: 2.1 A functional procurement unit 2.2 A functional procurement entity with a warehouse
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Third party reports 3.3 Oral questioning 3.4 Interview 3.5 Observation
4. Context of assessment	Assessment could be conducted: 4.1 On-the-job 4.2 Off-the-job 4.3 During industrial attachment
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

OVERSEE WAREHOUSING OF PROCURED GOODS
UNIT CODE: BUS/OS/SC/CR/02/6/B

UNIT DESCRIPTION

This unit specifies the competencies required to store procured goods. It involves designing/ layout a store / warehouse, maintaining layout of goods in the store, maintaining records of stored goods, maintaining quality of stored goods, maintaining optimum stock levels and securing stored goods.

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. Design/ layout a store / warehouse	1.1 Warehouse/store is designed based on nature of goods to be handled and available space. 1.2 Warehouse/store is laid out based on nature of goods to be handled.
2. Maintain layout of goods in the store	2.1 <i>Goods are classified</i> based their storage requirements. 2.2 Goods are arranged in the store based on their categorization. 2.3 Stores cleanliness and tidiness are maintained in accordance workplace policy 2.4 Required storage and materials handling equipment is identified and used appropriately
3. Maintain records of stored goods	3.1 Procured goods are recorded in respective stores ledgers as per standards operating procedures. 3.2 Registers for the ledgers are prepared as per standards operating procedures. 3.3 <i>Delivery documents</i> are filed as per standards operating procedures.
4. Maintain quality of stored goods	4.1 <i>Storage pests</i> are controlled based on infestation as per standard operating procedures. 4.2 Goods are stored based on their <i>storage requirements</i> 4.3 Stored goods are utilized/issued based on weighted average and FIFO and LIFO principles. 4.4 Stored goods are secured from adulteration as per workplace policy.

	4.5 Store is maintained as per legal requirements
5. Maintain optimum stock levels	5.1 Ordering for goods is done with due consideration to available storage space as per standards operation procedures. 5.2 Stock control is done to ensure optimum stock levels are maintained as per workplace policy. 5.3 Stock taking is done regularly to ensure records tally with physical stock as per standards operation procedures. 5.4 Stock verification is done regularly to establish efficiency stores record management. 5.5 Demand forecasting methods are identified
6. Secure stored goods	6.1 High value goods are stored in locked cages within the stores as per standards operation procedures. 6.2 Stores are built of strong walls and reinforced roofs as per standards operation procedures. 6.3 Stores are locked up at all times as per workplace policy and standards operation procedures. 6.4 Stores are physically watched at all times as per workplace policy and standards operation procedures. 6.5 Stores watchmen are vetted as per workplace policy and standards operation procedures. 6.6 Security surveillance systems are monitored as per workplace policy. 6.7 Risk of theft of stored goods is assessed and mitigation measures put in place as per 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.

Variables	Range
1. Goods are classified may include but not limited to:	• Value • Perishability • Activity based classification • Flammability • Strength

2. Delivery documents may include but not limited to:	• Copy of contract agreement • Copy of LPO • Copy of invoice • Copy of delivery note • Copy of inspection report • Copy of payment voucher
3. Storage condition requirements may include but not limited to:	• Refrigeration • Dry place • Humidity • Ventilation • Darkness • Lightness
4. Storage pests may include but not limited to:	• Rodents • Insects
5. Storage requirements may include but not limited to:	• Cold dry place • Dry place • Humid conditions • Moist conditions • Ventilated • Dark • Manufacturers' instructions
6. Legal requirements may include but not limited to:	• OSHA • Factories Act • Employment Act • EMCA 1999 • Public Health Cap 242
7. Security surveillance systems may include but not limited to:	• CCTV • Alarms • Clock in cards

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:

- Organizing skills
- Analytical skills
- Negotiation skills
- Interpersonal skills
- Communication skills
- Evaluation skills
- Record keeping skills
- Critical thinking
- Risk assessment and management

Required Knowledge

The individual needs to demonstrate knowledge of:

- Receiving goods
- Storage conditions for various goods
- Risk assessment and management
- Control of storage pests
- Stores records management
- Security surveillance systems
- Stock taking
- Stock verification
- Stock utilization
- Stock control
- Stores security
- Stacking methods
- Storage methods

EVIDENCE GUIDE

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

1. Critical aspects of competency	Assessment requires evidence that the candidate: 1.1 Designed/laid out warehouse/store appropriately 1.2 Demonstrated knowledge of warehouse design and layout 1.3 Considered good storage requirements in their classification Arranged stored goods based on their categorization. 1.5 Maintained stores cleanliness and tidiness 1.6 Demonstrated knowledge of storage pests control 1.7 Observed FIFO and LIFO principles in the issuance of stored goods 1.8 Secured Stored goods from adulteration 1.9 Demonstrated knowledge of legal requirements related to warehousing. 1.10 Demonstrated understanding of relationship between storage space and stock level 1.11 Regularly took stock and updated stock control records. 1.12 Stored high value goods under locked cages 1.13 Demonstrated understanding of structural design of stores 1.14 Demonstrated understanding of the significance of safety and security of warehouses 1.15 Demonstrated understanding of risk assessment and mitigation measures
2. Resource Implications	The following resources must be provided: 2.1 A functional procurement unit A functional procurement entity with a warehouse
3. Methods of Assessment	Competency may be assessed through: 3.1 Written tests 3.2 Third party reports 3.3 Oral questioning 3.4 Interview 3.5 Observation
4. Context of Assessment	Assessment could be conducted: 4.1 On-the-job 4.2 Off-the-job 4.3 During industrial attachment

5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.
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MANAGE SUPPLY CHAIN OPERATIONS
UNIT CODE: BUS/OS/SC/CR/04/6/B

UNIT DESCRIPTION

This unit specifies the competencies required to manage supply chain operations. It involves developing organizations' procurement policy, planning and organizing supply chain operations, managing procurement staff, overseeing supply chain operations and controlling supply chain operations.

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. Develop organizations' procurement and asset disposal policy	1.1 Legal framework on procurement and disposal of assets is interpreted. 1.2 An internal procurement and asset disposal policy is developed based on the national policy and organizations requirements. 1.3 Internal policy on procurement and disposal of assets is presented to management for approval and adoption. 1.4 The approved policy is disseminated to relevant stakeholders as per workplace policy. 1.5 The policy is interpreted to stakeholders as per workplace policy. 1.6 The policy is implemented as per legal requirements and workplace policy. 1.7 Implementation of the policy is monitored, evaluated and reviewed as per workplace policy.
2. Plan and organize supply chain operations	2.1 Department operational resources are identified and their availability secured as per workplace policy. 2.2 Department organizational structure is developed based on the activities of the department. 2.3 Operational resources are allocated based on the activities of the department.

	2.4 Procurement staff is allocated duties based on their competence and job description.
3. Manage Procurement Staff	3.1 New procurement staff is inducted based on the workplace policy. 3.2 Performance targets are set based on work plan as per workplace policy. 3.3 Supervision procedures are established as per workplace policy. 3.4 Performance of procurement staff is measured based on set targets and the organizations policy. 3.5 Procurement staff records are maintained as per workplace policy. 3.6 Staff adherence to standard operating procedures is monitored as per workplace policy. 3.7 Establish procurement staff capacity building program based on the workplace policy. 2.4 3.8 Code of ethics/work ethics are adhered to.
4. Oversee Supply chain operations	4.1 Leadership is provided based on situational needs. 4.2 Procurement staff is motivated and reprimanded based on workplace policy. 4.3 Procurement processes and procedures are adhered to as per workplace policy. 4.4 Procurement documentation is maintained as per workplace policy and legal requirements. 4.5 Procurement reports are generated as per workplace policy. 2.5
5. Control supply chain operations	5.1 Procurement control mechanisms are established as per workplace policy. 5.2 Procurement control mechanisms are implemented as per workplace policy. 5.3 Procurement control mechanisms are monitored, evaluated and reviewed as per workplace policy. 5.4 Supply chain operations are 2.6 monitored and evaluated as per 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.

Variables	Range
1. Procurement Control Mechanisms may include but not limited to:	• Resource utilization, • Movement, approvals

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:

- Administrative skills
- Communication skills
- Interpersonal skills
- Negotiation skills
- Analytical skills
- Risk assessment skills
- Evaluation skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Principles of administration and management
- Purchasing of goods and services
- Storage of goods
- Vendor contracting
- Stock control
- Disposal of assets
- Distribution of goods
- Procurement programming
- Standard operating procedures
- Public Procurement and Asset Disposal Act, 2015 and regulations (2006)

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	Assessment requires evidence that the candidate: 1.1 Demonstrated knowledge of the Legal framework on procurement and disposal of assets. 1.2 Developed an Internal Procurement and Asset Disposal Policy Ensured Approval and Adoption of Internal Policy on Procurement and Disposal of Assets. 1.3 Disseminated and interpreted the approved policy to relevant stakeholders 1.4 Implemented the policy appropriately. 1.5 Monitored, evaluated and reviewed the implementation of the policy. 1.6 Identified and secured availability of department's operational resources. 1.7 Developed department organizational structure 1.8 Allocated operational resources appropriately 1.9 Allocated duties to Procurement staff appropriately 1.10 Inducted new procurement staff. 1.11 Set performance targets 1.12 Established Supervision procedures. 1.13 Demonstrated knowledge of staff performance measurement. 1.14 Maintained procurement staff records appropriately. 1.15 Monitored Staff adherence to standard operating procedures Established and implemented procurement staff capacity building program 1.16 Demonstrated understanding of leadership concepts. 1.17 Demonstrated understanding of staff motivation and sanctions Adhered to procurement processes and procedures 1.18 Maintained procurement documentation 1.19 Demonstrated understanding of the procurement policy and procedures
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2. Resource Implications	The following resources must be provided: 2.1 A functional procurement unit A functional procurement entity with a warehouse
3. Methods of Assessment	Competency may be assessed through: 3.1 Written tests 3.2 Third party reports 3.3 Oral questioning 3.4 Interview 3.5 Observation
4. Context of Assessment	Assessment could be conducted: 4.1 On-the-job 4.2 Off-the-job 4.3 During industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE PROCUREMENT CONTRACTS

UNIT CODE: BUS/OS/SC/CR/05/6/B

UNIT DESCRIPTION

This unit specifies the competencies required to manage procurement contracts. It involves monitoring progress of procurement contracts, managing vendor relationships and evaluating vendor contract performance.

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. Monitor Progress of Procurement Contracts	1.1 <i>Tools for monitoring progress</i> of contract are developed based on parameters to be measured. 1.2 Contract progress monitoring schedule is developed as per workplace policy. 1.3 Contract progress monitoring is conducted in accordance with the monitoring schedule. 1.4 Contract progress monitoring report is prepared as per workplace policy 1.5 Action is taken based on the contract Progress report and workplace policy.
2. Manage Vendor Relationships	2.1 Clear specifications are prepared in accordance with needs of user as per workplace policy. 2.2 Vendors evaluation is done fairly and objectively as per <i>legal requirements</i> (documents and supplier visits) 2.3 Contracts are awarded fairly and objectively as per legal requirements and standards operating procedures. 2.4 <i>Incentives</i> are given to vendors as per workplace policy. 2.5 Flexibility is exercised based on the case at hand. 2.6 Vendors are paid in accordance with the contract and workplace policy. 2.7 Vendors are appraised as per SOPs.

3. Evaluate Vendor Contract Performance	3.1 Vendor contract progress evaluation tools are developed based on parameters to be measured. 3.2 Vendor contract progress evaluation committee is appointed as per workplace policy. 3.3 Notice for vendor contract progress evaluation committee meeting is prepared and circulated as per workplace policy. 3.4 Vendor contract progress evaluation is conducted as per workplace policy. 3.5 Vendor contract progress report is prepared as per workplace policy. 3.6 None performing vendor contracts are terminated as per legal requirements as per standard operating procedures
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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.

Variables	Range
1. Tools for monitoring progress may include but not limited to:	• Data collection tools
2. Legal Requirements may include but not limited to:	• Contract • Procurement laws • Terms and conditions
3. Incentives may include but not limited to:	• Extended contracts • Timely payment

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:

- Contract performance measurement skills
- Communication skills
- Interpersonal skills
- Negotiation skills
- Analytical skills

- Risk assessment skills
- Evaluation skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Risk management
- Program monitoring
- Transition management
- Performance management
- Performance measurement
- Contract termination
- Vendor relationships
- Contract evaluation

EVIDENCE GUIDE

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

Variables	Range
1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Demonstrated ability to develop tools and schedule for monitoring contract progress. 1.2 Monitored progress of contracts and prepared progress report. 1.3 Took appropriate action-based progress report 1.4 Prepared clear specifications for procurement of goods, works and services. 1.5 Conducted vendors and bids evaluation and awarded contracts fairly, objectively and legally. 1.6 Demonstrated understanding of incentives used to enhance buyer supplier relationships. 1.7 Initiated prompt payment of vendors 1.8 Initiated the appointment of vendor evaluation committee, facilitated its activities and prepared a report. 1.9 Terminated none performing vendor contracts
2. Resource Implications	The following resources must be provided: 2.1 A functional procurement unit A functional procurement entity with a warehouse

3. Methods of Assessment	Competency may be assessed through: 3.1 Written tests 3.2 Third party reports 3.3 Oral questioning 3.4 Interview Observation
4. Context of Assessment	Assessment could be conducted: 4.1 On-the-job 4.2 Off-the-job 4.3 During industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DISPOSE ORGANIZATIONAL ASSETS

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

UNIT DESCRIPTION

This unit specifies the competencies required to dispose organization's assets. It involves monitoring progress of procurement contracts, classifying assets for disposal, executing disposal orders and preparing disposal certificate.

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. Monitor progress of procurement contracts	1.1 Notification of unserviceable, obsolescent, obsolete or surplus assets is received from user departments. 1.2 List of unserviceable, obsolescent, obsolete or surplus assets is verified based on organization's needs and technological dynamics as per workplace policy. 1.3 A disposal committee is appointed as per legal requirement. 1.4 Assets to be disposed are assessed as per standard operating procedures based on legal requirements. 1.5 An assessment report is prepared as per workplace policy.
2. Classify assets for disposal	2.1 Serviceable/surplus assets are identified and categorized as per the SOP 2.2 Unserviceable assets are identified and categorized as per the SOP 2.3 Obsolete and obsolescent assets are identified and categorized as per the SOP 2.4 A classification report and recommendation for suitable methods of assets disposal is prepared as per workplace policy and legal requirements.

3. Execute disposal orders	3.1 Authority to dispose is sought as per the legal requirements. 3.2 Schedules for asset disposal is prepared and disseminated to relevant stakeholders as per workplace policy guided by SOPs. 3.3 The actual disposal is executed as per SOP and legal requirements.
4. Prepare disposal certificate	4. 1Disposal orders are documented as per legal requirements and SOP 4. 2Disposal documents are ratified as per the legal requirements 4. 3Disposal documents are filed and maintained as per workplace policy and legal requirements.

RANGE

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

Range	Variables
1. Authority to dispose may include but not limited to:	• Organization Management • NEMA regulations • Public Health
2. Disposal may include but not limited to:	• Sale by tender • Donations • Waste Disposal Management • Sale by auction • Trade-in • Transfer to other entities
3. Ratified may include but not limited to:	• Simple representation • Endorsements

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:

- Organizing skills

- Analytical skills
- Negotiation skills
- Interpersonal skills
- Communication skills
- Evaluation skills
- Problem solving
- Critical thinking

Required Knowledge

The individual needs to demonstrate knowledge of:

- Methods of asset disposal
- Legal framework of asset disposal and related laws
- Waste management and disposal
- Disposal documents and documentation
- Health and safety in asset disposal

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 Demonstrated understanding of asset disposal legal framework. 1.2 Verified list of unserviceable, obsolescent, obsolete or surplus assets 1.3 Facilitated the appointment of an asset disposal committee 1.4 Assessed and categorized assets to be disposed and prepared a report with recommendations 1.5 Sought authority to dispose 1.6 Demonstrated knowledge of stakeholders and their roles in asset disposal 1.7 Prepared and disseminated Schedules for asset disposal to relevant stakeholders 1.8 Demonstrated knowledge of asset disposal methods 1.9 Documented and maintained asset disposal documents
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2. Resource Implications	The following resources must be provided: 2.1 A functional procurement unit 2.2 A functional procurement entity with a warehouse
3. Methods of Assessment	Competency may be assessed through: 3.1 Written tests 3.2 Third party reports 3.3 Oral questioning 3.4 Interview 3.5 Observation
4. Context of Assessment	Assessment could be conducted: 4.1 On-the-job 4.2 Off-the-job 4.3 During industrial attachment
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

